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Comprehensive review of the whole question of peacekeeping operations in all their aspects

Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Third annual progress report on the implementation of the global field support strategy

Report of the Secretary-General

Summary

In his report on the global field support strategy (A/64/633), the Secretary-General presented a comprehensive organizational change initiative aimed at improving service delivery to United Nations field missions. The goal of the strategy is to establish, over a five-year period, a more client-oriented service delivery model capable of meeting the following objectives:

(a) Expedited and improved service delivery to the field;

(b) Improved support to peacekeeping and peacemaking mandate delivery;

(c) Strengthened resource stewardship, efficiencies and economies of scale;

(d) Improved staff safety, security and quality of life;

(e) Strengthened accountability.

The General Assembly, in its resolution 64/269, requested that the Secretary-General submit an annual progress report on the implementation of the global field support strategy. Recalling paragraph 194 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/66/718) and paragraph 203 of the report of the Board of Auditors on United Nations peacekeeping operations (A/66/5 (Vol. II)), the Assembly, in resolution 66/264, further requested that the Secretary-General submit to the General Assembly his all-encompassing end-state vision for the global field support strategy.

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The present report presents the vision of the Secretary-General for the end state and outlines how the pillars of the global field support strategy (human resources, finance, modularization/supply chain and service centres) will transform support services at all four levels: United Nations Headquarters, the Global Service Centre, the Regional Service Centre and the missions. It further highlights progress achieved since the issuance of the last progress report of the Secretary-General (A/66/591 and Add.1) and identifies critical next steps towards attaining the desired end state. It lays out the path towards improved support to deployed personnel in the field as well as to Headquarters partners, including the Department of Peacekeeping Operations — with whom the Department of Field Support shares specific services in support of United Nations peacekeeping — and other institutional partners such as the Department of Political Affairs and the Department of Management. The report reflects that, midway towards implementation, the global field support strategy has already yielded substantial results, including with respect to improvements in rapid mission start-up, process streamlining, efficiency gains and programme management and oversight.

In response to the request of the Advisory Committee on Administrative and Budgetary Questions (A/66/718, paras. 189 and 191) that the Secretariat consider alternative arrangements to improve the reporting process on the global field support strategy and facilitate the decision-making process of the General Assembly through accurate, complete and transparent reporting, the Secretariat will address the requests of the Assembly in two separate reports: (a) the third progress report of the Secretary-General on the implementation of the global field support strategy, and (b) dedicated annexes to the report of the Secretary-General on the overview of the financing of United Nations peacekeeping operations for the period from 1 July 2013 to 30 June 2014. The intention of the two-step process is to avoid duplication and redundancy and to facilitate access to relevant information by the committees of the General Assembly by separating the reporting requirements related to the high-level strategic end-state vision of the global field support strategy from the financial details pertaining to its implementation.

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I. End-state vision for the global field support strategy

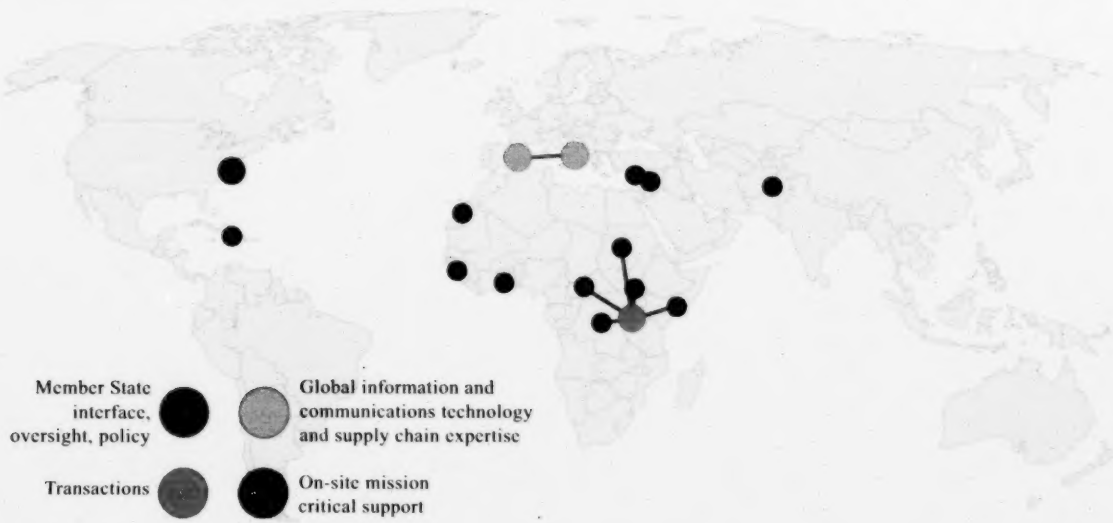
1. The world in which the United Nations has operated for most of its history — and which continues to shape its operations — has undergone significant transformation. The Secretariat, too, must change with the times. It must adapt, evolve and proactively respond to a future for United Nations field missions dominated by three overarching realities.

2. First, United Nations peacekeeping and political missions are growing more complicated, difficult and dangerous. Uniformed and civilian personnel are shouldering an immense burden as they implement increasingly diverse and complex mandates, necessitating a field support system that is flexible and responsive to clients' evolving needs. Today, the speed of deployment as well as the quality and effectiveness of logistical support provided to those serving in the field have become more and more critical to a mission's success.

3. Second, global economic uncertainty has placed a new premium on pursuing efficiency and cost-effectiveness in field operations. During these uncertain times, people and governments everywhere are looking to the United Nations to do more — especially in support of international peace and security. In executing the mandates set by the Member States, the Secretariat must optimize field support to meet expectations while using proportionally fewer resources.

4. Third, there are ample — and as-yet-untapped — opportunities for improved specialization and economies of scale. In the past, each field mission was essentially "built from scratch" and functioned autonomously, with its own administrative, logistical and budgetary functions. By viewing United Nations operations as global in scope, comparative advantages and economies of scale across the full spectrum of peacekeeping and political operations can be harnessed to provide better and more efficient service to those in the field and to Secretariat partners, including the Department of Peacekeeping Operations and the Department of Political Affairs at Headquarters (see figure I).

Figure I
Specialization leverages comparative advantage


Member State interface, oversight, policy
Global information and communications technology and supply chain expertise
Transactions
On-site mission critical support

5. The Secretariat, in close consultation with Member States, has developed the global field support strategy to respond to those realities. The global field support strategy is a common sense global solution to a global need, drawing on lessons learned over years of field experience. Its vision is linked closely to and aligned with other reform efforts, including the "New Horizon" peacekeeping reform initiative, the enterprise resource planning project (Umoja), the introduction of the International Public Sector Accounting Standards (IPSAS) and Inspira and human resources reform. Its goal is to deliver the services and resources that field missions and personnel need to operate effectively — and to do so faster, at lower cost and at the highest standards of quality.

6. That is the core of the global field support strategy: to capitalize on potential synergies and economies of scale to deliver better and timelier support; to reduce or eliminate waste, duplication and bottlenecks in logistical, administrative and financial support services; and thereby to enable missions to carry out their mandates effectively. As such, the Secretariat seeks to become a service provider par excellence, measured by its ability to consult widely and provide uniformed personnel and civilian staff with what they need, when they need it, at the optimal cost.

7. Midway into this effort, notable progress has been made. Previously, functions were divided among the Secretariat in New York and various missions, often with considerable overlap. Now they are being concentrated where they best belong. Namely:

- Strategic support is being reinforced at the Headquarters level. That includes engaging with Member States and Secretariat partners, including the Department of Peacekeeping Operations, the Department of Political Affairs and the Department of Management, providing planning support and guidance to the field, and acting as an oversight and monitoring body.
- Operational and transactional support is being provided at the Global Service Centres in Brindisi, Italy, and Valencia, Spain, and at the Regional Service Centre at Entebbe, Uganda. The goal is to move tasks that previously were carried out at Headquarters closer to those they serve, while moving non-location-specific tasks previously housed in the missions to less volatile and costly locations.
- Field missions are being enabled to concentrate on operational imperatives in support of effective mandate implementation.

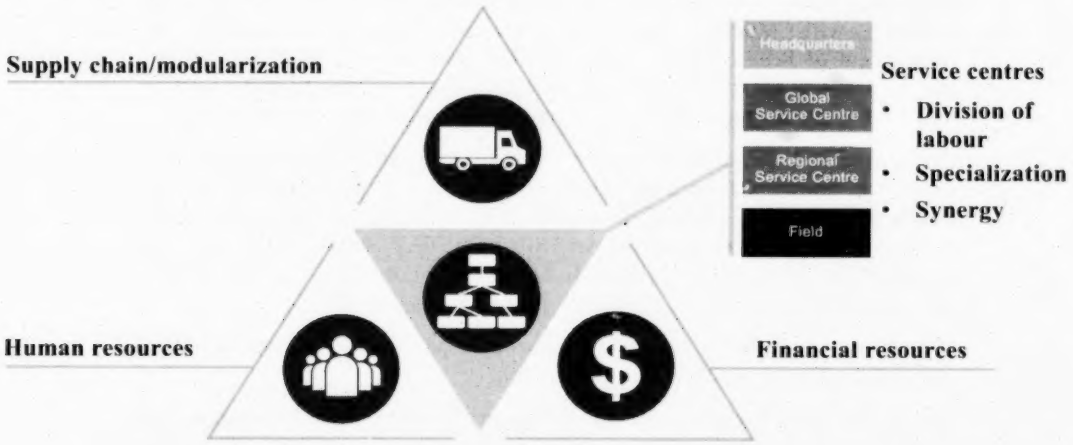
8. The global field support strategy represents a transformative change. Its implementation has already brought tangible benefits to the Organization, including its Secretariat partners and the uniformed and civilian personnel deployed in support of conflict-affected countries and their populations. For example, in Libya, applying the global field support strategy at the start of the United Nations Support Mission in Libya (UNSMIL) and relying on the services of the Global Service Centre enabled rapid mission start-up and resulted in almost $1 million in annual efficiency savings. Deploying troops across Africa has been made more efficient by centralizing the management of United Nations aircraft in the Regional Service Centre, resulting in timelier and more effective rotation support to troop- and police-contributing countries, as well as $102.4 million in savings between January 2010 and the end of June 2012.

9. The General Assembly, in its resolution 64/269, requested an annual report for each of the five years of the strategy's implementation to 30 June 2015. The first

progress report (A/65/643) set out the governance and management arrangements established to respond to mandated intergovernmental reporting and consultation requirements and to address the needs of field missions and stakeholders. The most recent report (A/66/591 and Add.1) described results achieved during the first year of the implementation timeline of the strategy.

10. In setting forth the vision for the way ahead, the present report, building on the previous reports, explains how the operationalization of the four pillars will affect service delivery at each level: at United Nations Headquarters, at the Global Service Centre, at the Regional Service Centre and within the missions. This approach seeks to provide a better understanding of the end-state vision and practical implementation of the strategy as a whole. The previous reports have focused on operational improvements within the four pillars of the global field support strategy: human resources, finance, modularization/supply chain and service centres (see figure II). Those pillars remain at the heart of the strategy and are reflected in the articulation of the vision, progress and next steps at each service level outlined in the present report. With 2015 nearing, however, it is necessary to more closely define the tangible impact of the global field support strategy and the practical changes that are anticipated in business workflow across all levels of field support, including Headquarters, the service centres and the field.

Figure II
Four pillars of the global field support strategy



11. The articulation of the end-state vision for the strategy at each of the four levels represents an effort to ensure that Member States and United Nations system clients and partners have a clear idea of what the Secretariat is doing and why and to explain how operationalization of the strategy in all its aspects will ensure the realization of the core objectives of:

(a) Expedited and improved service delivery to the field;

(b) Improved support to peacekeeping and peacemaking mandate delivery;

(c) Strengthened resource stewardship, efficiencies and economies of scale;

(d) Improved staff safety, security and quality of life;

(e) Strengthened accountability.

A. Headquarters

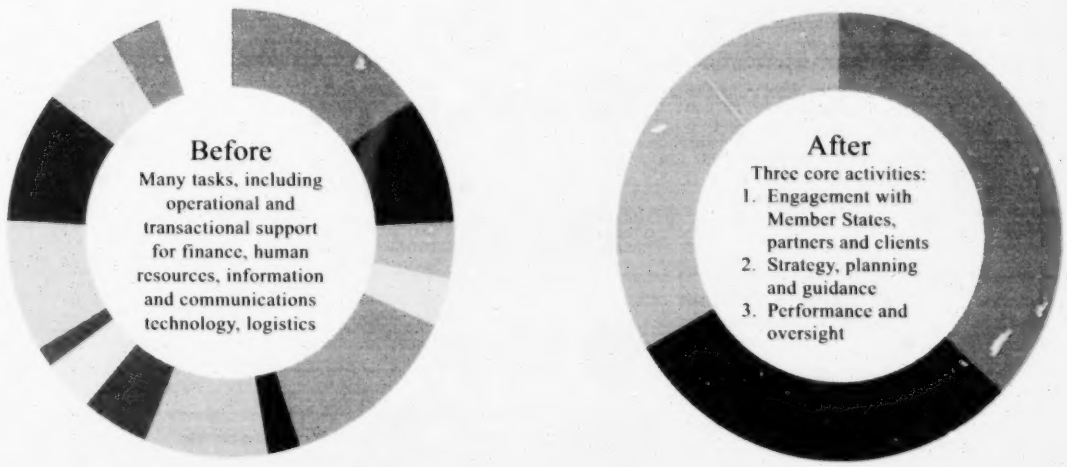
12. By 2015, the Secretariat's role in field support will be streamlined (see figure III). While the four divisions of the Department of Field Support (Field Personnel, Field Budget and Finance, Logistics Support and Information and Communications Technology) will remain in place, the Secretariat will refocus available resources on the comparative advantages of Headquarters, namely:

(a) Engaging with Member States and Secretariat clients and partners to improve two-way communication and maintain full transparency and appropriate support to the deployment of missions and personnel;

(b) Providing planning and relevant guidance, including templates and standard operating procedures, to service centres and the field, with a view to enabling the quick and efficient roll out of operations and leveraging best practices and lessons learned from previous experience with the support of the Division of Policy, Evaluation and Training;

(c) Providing oversight and monitoring performance of support services, as well as managing change, so as to rapidly identify and respond to emerging issues.

Figure III
Reprofiling of Headquarters activities

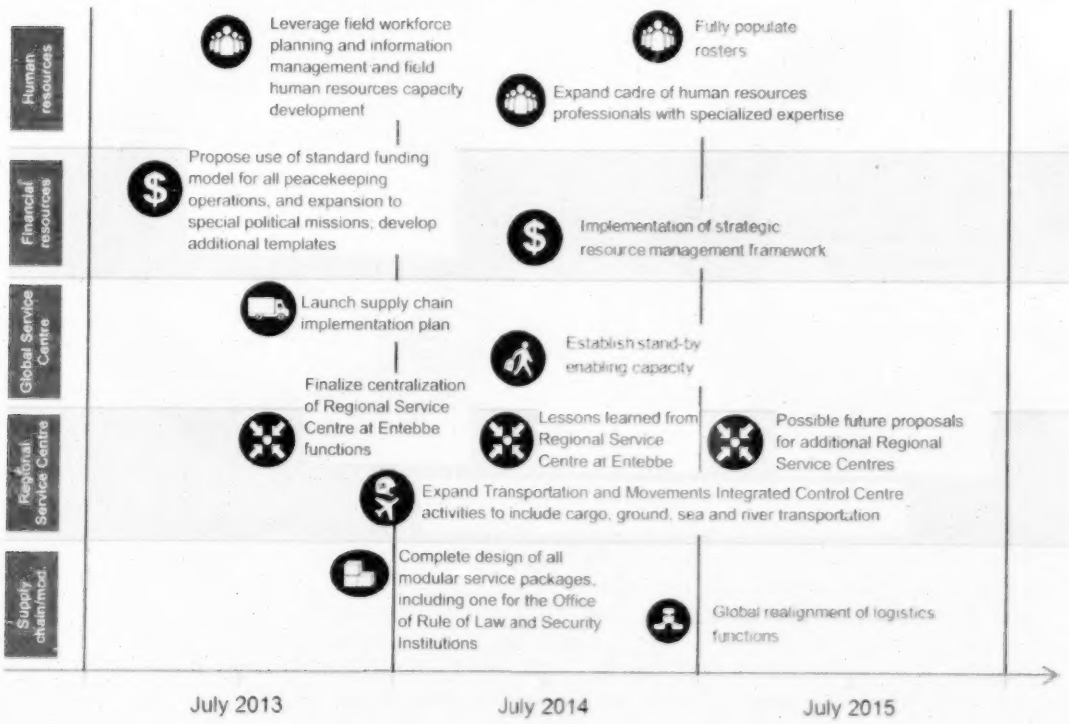

Before
Many tasks, including operational and transactional support for finance, human resources, information and communications technology, logistics
After
Three core activities:
1. Engagement with Member States, partners and clients
2. Strategy, planning and guidance
3. Performance and oversight

13. Practically, the Field Personnel Division will oversee and ensure the ongoing implementation of the human resources framework pillar of the global field support strategy and other reforms. The envisioned end state will be the timely recruitment and deployment of personnel in response to mission requirements, drawing on rosters of cleared candidates, as well as improved field workforce planning. The Field Budget and Finance Division will be responsible for implementing and leading the oversight of a strategic resource management framework for field operations.

That will include implementing the financial framework pillar of the strategy in support of effective mission budget planning and implementation. The Information and Communications Technology Division will act as a key strategic enabler for the implementation of the global field support strategy and other Secretariat-wide initiatives, including Umoja. Finally, the Logistics Support Division will be responsible for strategic planning, oversight and technical advice to Member States, clients and partners for all matters related to logistics and the supply chain. That includes all aspects of modularization, working closely with the Procurement Division of the Department of Management to establish specific global contracts that directly affect Member States and working with the integrated operational teams of the Department of Peacekeeping Operations and the focal points for special political missions of the Department of Political Affairs to ensure the effective and efficient delivery of logistics support to field operations.

14. As noted in the second progress report (A/66/591), the support model of the global field support strategy does not change the reporting and collaboration frameworks of the Department of Peacekeeping Operations and the Department of Political Affairs, but rather is designed to strengthen the relationships between the Department of Field Support and those departments in delivering improved service to the field in support of mission mandates. The integrated operational teams will continue to deliver integrated operational (including political) guidance and support to field missions. The headquarters of the Department of Field Support will work closely with and continue to provide support to the integrated operational teams.

Figure IV
End-state vision for the global field support strategy and pillars

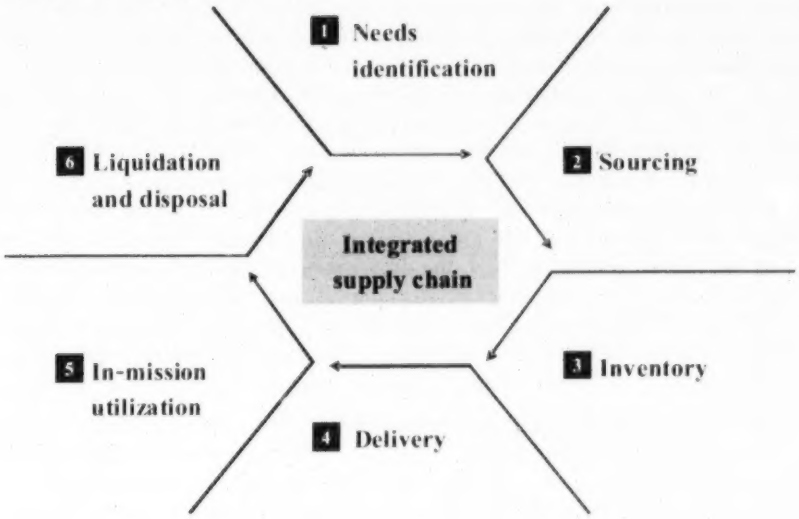

Human resources
Financial resources
Global Service Centre
Regional Service Centre
Supply chain/mod.
Leverage field workforce planning and information management and field human resources capacity development
Fully populate rosters
Expand cadre of human resources professionals with specialized expertise
Propose use of standard funding model for all peacekeeping operations, and expansion to special political missions; develop additional templates
Implementation of strategic resource management framework
Launch supply chain implementation plan
Establish stand-by enabling capacity
Finalize centralization of Regional Service Centre at Entebbe functions
Lessons learned from Regional Service Centre at Entebbe
Possible future proposals for additional Regional Service Centres
Expand Transportation and Movements Integrated Control Centre activities to include cargo, ground, sea and river transportation
Complete design of all modular service packages, including one for the Office of Rule of Law and Security Institutions
Global realignment of logistics functions
July 2013
July 2014
July 2015

B. Global Service Centre

15. As the operational arm of the Department of Field Support, the Global Service Centre will provide global information and communications technology, logistics and supply chain operational management and enabling support services throughout the life cycle of field missions. Integrating operational support services at the Centre will enable the streamlining and specialization of functions in support of faster and more effective responses to mission needs. In the end-state vision, the modularization pillar of the global field support strategy will be integrated into a holistic concept of the supply chain that encompasses all of the logistics activities of the Department of Field Support (see figure IV). While the modularization concept focused on only a narrow part of mission support through the deployment of predefined modules and service packages, the holistic approach reflects the full spectrum of logistics support to missions from start-up planning and preparation to liquidation (see figure V). In practical terms, implementation of the supply chain management concept as part of the end-state vision for the global field support strategy means that the Secretariat will:

- **Be better able to identify and anticipate clients' needs**. That includes planning on a global scale and "rightsizing" resources to the requirements at hand to meet the evolving field support requirements of the Department of Peacekeeping Operations (including civilian capacity; military; police; justice; corrections; disarmament, demobilization and reintegration; and mine action) and the Department of Political Affairs.
- **More effectively source equipment and services**. Revised global contracts will support the rapid sourcing of equipment through the Procurement Division, as well as the matching and standardizing of new resources with global supply chain requirements.
- **Improve global asset management**. That entails the efficient management of strategic deployment stocks and other reserves, eliminating waste and utilizing a global database for tracking.
- **Optimize cargo and freight from centralized locations**, allowing more rapid delivery of supplies and support to in-mission set-up based on individual needs.
- **Backstop missions**, ensuring connectivity (through the primary and secondary active telecommunications hubs in Brindisi and Valencia) and ongoing support.
- **Complete the life cycle by ensuring proper liquidation and disposal** and maximizing possible benefits from redeploying unused equipment to where it is needed, on a global scale.

Figure V
Integrated supply chain



16. In the end state, as noted in the second progress report (ibid., sect. VI), and in full compliance with paragraph 87 of resolution 65/289, the Global Service Centre will have evolved from a logistics base, focused primarily on transportation and distribution services, to a holistic and integrated operational centre for information and communications technology, logistics and the supply chain. With specialization and rightsourcing as guiding principles, the Centre will have a central role in the operational management of the supply chain under the strategic direction of the headquarters of the Department of Field Support. Owing to the critical nature of the supply chain in improving the speed and predictability of deployment, the Global Service Centre will become a hub for global supply chain management in close consultation with the Procurement Division of the Department of Management in New York.

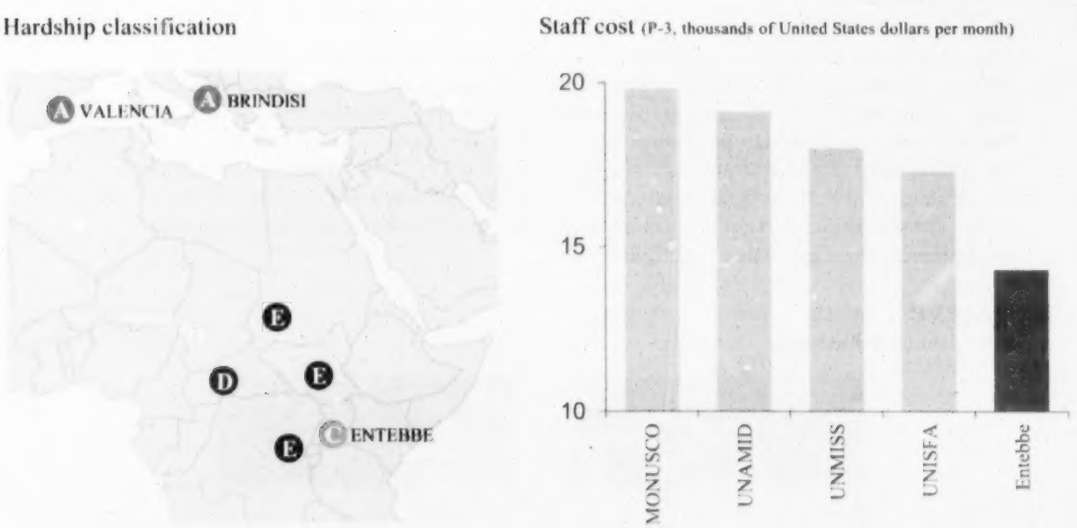
17. One important element of the Department of Field Support supply chain — modularization — provides scalable packages to missions in start-up or expansion phases as well as safer, more secure and better living and working conditions for civilian and uniformed personnel. It improves resource management while also reducing the mission's environmental impact. The Global Service Centre will assist start-up missions in planning and building their field camps, bases and team sites using standardized designs, materials and equipment, deployed together with the necessary enabling capacity. It may also facilitate the rapid delivery of structural requirements essential to the provision of immediate security, including the construction of modular police stations, corrections facilities and demobilization sites.

C. Regional Service Centre

18. The Regional Service Centre will continue to provide shared services to participating missions. At present, Entebbe routinely supports eight field missions in East Africa — four led by the Department of Peacekeeping Operations (the United

Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO), the African Union-United Nations Hybrid Operation in Darfur (UNAMID), the United Nations Interim Security Force for Abyei (UNISFA), and the United Nations Mission in South Sudan (UNMISS)), three led by the Department of Political Affairs (the United Nations Integrated Peacebuilding Office in the Central African Republic (BINUCA), the United Nations Office in Burundi (BNUB), and the United Nations Political Office for Somalia) and one led by the Department of Field Support (the United Nations Support Office for the African Union Mission in Somalia (UNSOA)). The goal is to move transactional non-location-dependent administrative functions to the Regional Service Centre from field missions. That includes transactional elements of human resources, finance, multimodal movement and control, personnel and cargo transport, and information and communications technology support. Centralizing those functions means they can be carried out more effectively because of process integration, specialization, standardization and re-engineering. That will create efficiencies in terms of scale and reduce errors, resulting in overall improved service in the end state of the global field support strategy. Integration and specialization will also allow for greater focus on staff capacity-building, including for national staff in the service centre.

Figure VI
Reduced footprint impact on quality of life and cost



19. Posting staff in service centres, which are family locations, rather than in high-risk mission environments will help reduce turnover, raise productivity and increase quality of life while at the same time moderating costs associated with deploying in volatile locations (see figure VI). The standardization of processes and the reduction of tasks associated with moving staff to the Regional Service Centre will also improve performance, as service section managers are given more time to manage and work on more consistent systems.

20. Standardization will be further enhanced with the deployment of system-wide initiatives, including Umoja and Inspira. More accurate and reliable asset and financial management will equip field service Chiefs with the ability to mitigate risk, reduce inefficiencies and plan and manage on the basis of timely and accurate data and shared services with other missions. Integrating at the level of the Regional Service Centre will ensure that there is oversight by experienced staff, increasing compliance with United Nations rules and regulations.

21. A Regional Service Centre is funded entirely from the budgets of the field missions. For the period leading up to 2015, the Regional Service Centre at Entebbe will remain the immediate focus for the integration of transactional support. Additional Regional Service Centres will be considered only once operations at Entebbe are firmly established and the Secretariat has drawn on lessons learned. Any proposals in that regard will be submitted to the General Assembly in accordance with paragraph 58 of resolution 66/264 and the recommendations of the Advisory Committee on Administrative and Budgetary Questions (see A/66/718, para. 278) in due course. The Regional Service Centre will continue, in accordance with the decision of the Assembly in its resolution 64/269, to respect the principle pf separate financial arrangements for missions and to ensure that its resources and the volume of its activities are scalable, reflecting the start-up, expansion, drawdown or closure of the field missions served.

D. Field missions

22. While the global field support strategy encompasses change at all levels, its greatest impact will be felt by its primary beneficiaries: the field missions of the Department of Peacekeeping Operations and the Department of Political Affairs and the uniformed and civilian personnel who serve on the ground. The ultimate test of the global field support strategy is client satisfaction. By 2015, implementation of the strategy will relieve field missions of much of their transactional burden. As a result, from mission start-up to mission drawdown, field missions will be better able to implement their mandates (see figure VII).

Figure VII
Focus on core business

23. Under the global field support strategy, missions will focus primarily on substantive engagement, namely, serving host populations and providing strategic advice to senior mission leadership on effective mandate implementation. Support functions that are not location dependent will be moved to the Regional Service Centre. Those field support functions that remain on the ground will concentrate on the vital roles of guaranteeing essential services to uniformed and civilian personnel such as security, medical support and evacuation; recruiting and managing local staff and leveraging local suppliers; providing in-theatre information and communications technology support; and strengthening local capacity-building to enable national staff to better serve the mission and the host State long after the United Nations leaves.

24. Missions will be deployed more rapidly to the field owing to the use of predefined service packages, standard funding models and streamlined recruiting practices. Because the first days following a mandate of the Security Council are the most sensitive, the timely arrival of the right personnel and resources can have a significant positive impact on a peacekeeping or political operation. Leveraging shared services at the regional and global levels will support closer alignment between the establishment of infrastructure and the deployment of personnel, as well as the reliability of logistics support throughout the life cycle of the mission. Future application of the standard funding model will be in line with a decision of the General Assembly on the assessment of its application in the context of UNMISS in accordance with the recommendation of the Advisory Committee on Administrative and Budgetary Questions (see A/66/718, para. 218), as endorsed by the General Assembly.

25. Missions will also have a lighter footprint as a result of the movement of non-location-specific support functions such as human resources and finance outside of the mission area, allowing more flexibility to adapt to emerging challenges faced in implementing the mandate. That will enhance the safety of staff by ensuring that no one is in harm's way unnecessarily and allowing for a more nimble organizational response to emergencies.

26. When the global field support strategy changes are fully implemented, staff and managers in the field will benefit from a number of improvements in terms of human resources support and improved workforce planning. Field staff will have their benefits and entitlements processed more rapidly and reliably by specialized staff. They will also have better access to career counselling and planning from human resources staff in missions in close consultation with the Office of Human Resources Management. Managers will find that vacancies are easier to fill since they will be able to draw on, with the support of Inspira and the Office of Human Resources Management, rosters of cleared candidates and benefit from greater emphasis on the advance identification of staffing needs.

27. The mission support component for larger missions will be reconfigured, within existing resources. A Director and a Deputy Director of Mission Support will allow for greater coherence of administrative and support functions on the ground. That will allow more to be done with fewer resources.

II. Progress achieved

28. A considerable amount of effort was exerted towards operationalizing the performance management framework at the departmental level. While the record so far is encouraging, more still needs to be done. In 2013, in response to the direction provided by the General Assembly, the Secretariat will continue the ongoing effort to further refine and strengthen the global field support strategy performance management framework, including finalizing, by the end of March, benchmarks and key performance indicators for all aspects of the strategy, including its four pillars.

A. Headquarters

29. At Headquarters, important strides have been made towards refining the strategic support structure necessary for the implementation of the global field support strategy. Engagement with Member States and institutional partners as part of the strategy's governance structure remains a vital aspect of the work of the Secretariat, as does the provision of guidance and planning support to the field. At the same time, steps have been taken to improve the oversight and monitoring role of Headquarters through the implementation of the global field support strategy performance and risk management strategies. The refocusing of Headquarters away from certain operational functions to a more strategic role is well under way, in close cooperation with partner departments. An initial eight posts were transferred from Headquarters to the Global Service Centre during 2011 and 2012 in the areas of information and communications technology asset management, financial systems technical support, global education grant processing and field contract management. Another 23 posts were later transferred in 2012 and reprofiled from Headquarters to the Global Service Centre in the areas of global asset and material management for engineering, surface transport and supply; mission operational support; management of the strategic deployment stocks; and mission liquidation.

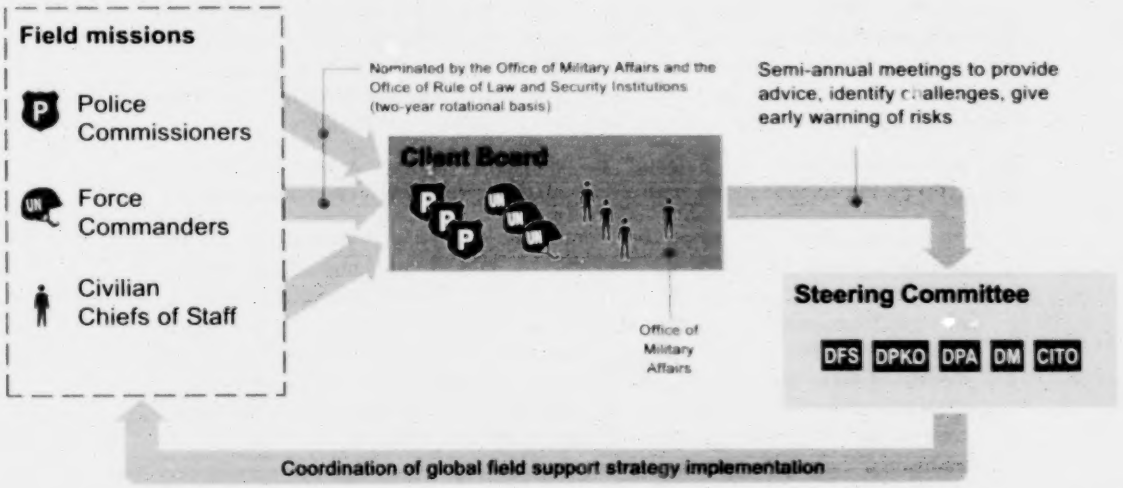
Programme management and oversight

30. As recognized by the Advisory Committee on Administrative and Budgetary Questions (A/66/718, para. 190), realization of the end-state vision for the global field support strategy is underpinned by inclusive governance structures and by a comprehensive framework for accountability and performance management. The framework measures service delivery against targets using standardized processes, key performance indicators and data derived from new technologies and systems (e.g., Umoja, IPSAS). Existing reporting and collaborative frameworks (see A/64/633, para. 24) have and will remain unchanged, and unity of command will be preserved in accordance with paragraph 14 of resolution 61/279 and paragraph 5 of resolution 64/269 and existing departmental policy on command and control.

31. At Headquarters, governance mechanisms for the global field support strategy continue to operate in line with existing terms of reference, which are reviewed and updated periodically. As noted in the second progress report (A/66/591), the Department of Field Support manages two governance mechanisms for the strategy: the Steering Committee (composed of partner department and field representatives) and the Client Board (composed of uniformed and civilian representatives from Headquarters and the field). Both serve as advisory bodies to the Department of Field Support senior leadership on the implementation of the strategy. The

Department of Field Support also receives guidance from the Secretary-General's Management Committee. In 2012, the Steering Committee met quarterly and provided advice on implementation, focusing on issues that included alignment with Secretariat initiatives, project management and performance measurement. The Client Board is being expanded to incorporate more broadly client perspectives into the governance of the global field support strategy (see figure VIII).

Figure VIII
Composition and objectives of the Client Board


Field missions
Police Commissioners
Force Commanders
Civilian Chiefs of Staff
Nominated by the Office of Military Affairs and the Office of Rule of Law and Security Institutions (two-year rotational basis)
Client Board
Office of Military Affairs
Semi-annual meetings to provide advice, identify challenges, give early warning of risks
Steering Committee
DFS
DPKO
DPA
DM
CITO
Coordination of global field support strategy implementation

Abbreviations: DFS, Department of Field Support; DPKO, Department of Peacekeeping Operations; DPA, Department of Political Affairs; DM, Department of Management; CITO, Chief Information Technology Officer.

32. The Secretariat has finalized the strategic implementation plan needed to manage the global field support strategy. The plan includes a web-based tracking tool to enhance oversight and progress monitoring, including the identification of issues of concern and corrective actions to be taken by the Secretariat's senior leaders.

33. In addition, the performance management framework, a change management and communication strategy, a risk management strategy and a supply chain strategy have been reviewed and are being updated in the current financial cycle. While the performance framework is not yet complete, the Secretariat has made progress towards further developing and complementing the initial benchmarks and performance standards reported in the second progress report (ibid.). Additional performance indicators requested by the Advisory Committee on Administrative and Budgetary Questions (A/66/718, para. 198) are under development and will be shared with the Member States upon their scheduled completion at the end of March 2013. For example, the Field Personnel Division, working in close collaboration with the Office of Human Resources Management, has outlined a framework for key performance indicators covering the staffing and human resources administrative functions. Key performance indicators covering a wide range of service desk management measures are already in place in the Regional Service Centre at Entebbe, as noted in the second progress report, enabling improved reporting on client-oriented response times, resource allocation and opportunities for business

process improvement.[1] Once complete, the system will serve as a model for all functional areas of the Department of Field Support, including service centres, providing a common framework and standardized methods to assess progress in each service delivery area.

Overview of the evaluation on the use of the standardized funding model in the United Nations Mission in South Sudan

34. The General Assembly, in its resolution 66/243, requested a lessons-learned review to be conducted in the context of the first application of the standard funding model to the UNMISS budget for 2011/12. The review included an assessment of whether the model had achieved its primary objectives of fiscal discipline, streamlined processes, legislative transparency and flexibility; a review of legislative guidance from the Advisory Committee on Administrative and Budgetary Questions, the Fifth Committee and the Board of Auditors; and a survey of key stakeholders.

35. It concluded that, on balance, the standard funding model has been a successful tool in supporting the start-up of missions. The achievements included:

- Promoting fiscal discipline by contributing to the minimization of the underutilization of approved budgets. A budget implementation rate of 99.9 per cent was achieved for UNMISS for the 2011/12 period in the context of operations, which included significant transfers of personnel, assets and aircraft from the United Nations Mission in the Sudan (UNMIS), critical mandated tasks such as the incorporation of mine action and disarmament, demobilization and reintegration into the workplan and unforeseen challenges such as the crisis in Jonglei State. It represents a significant improvement over traditional start-up budget implementation rates.[2]
- Enhancing legislative discipline and transparency and supporting enhanced legislative oversight during the dynamic first year of start-up operations by presenting a budget built on an agreed set of standard realistic parameters.
- Facilitating operational flexibility for mission leadership by not requiring them to spend time on preparing a full budget submission.

36. The review also concluded that there are opportunities for further strengthening the framework. Proposed revisions include:

- The development of an electronic application to provide greater flexibility and responsiveness to key mission-specific resourcing drivers such as the mandated number of traps, the impact of nearby drawing down missions, the configuration of the aviation fleet and the inclusion of specific mandated programmatic activities.
- The inclusion of an initial civilian capacity of general temporary assistance positions to address issues raised by the Advisory Committee on Administrative and Budgetary Questions in its reports (see A/65/743 and A/66/592). It will further enhance oversight and transparency and ensure the

[1] Reporting against these indicators will be provided in the annexes to the report of the Secretary-General on the overview of the financing of United Nations peacekeeping operations for the period from 1 July 2013 to 30 June 2014.

[2] By comparison, the average first-year budget implementation rate in other recent missions, including MINURCAT, UNMIS, UNAMID and UNSOA, was 83 per cent.

pre-eminence of the General Assembly by presenting a full staffing table in the second-year budget for its consideration without prejudice to the initial capacity temporarily approved, and it will support the commitment of the Secretary-General to civilian capacities by better providing the flexibility needed in the early mission stages. It would also allow senior mission leadership, with support and guidance from the Department of Field Support and the Department of Management, to work on staffing structures and functional analysis of posts without having to include it in the budget until the second-year submission.

- The incorporation of updated costs, global field support strategy initiatives and implementation of the technical observations of the Board of Auditors.

37. The review found that the standard funding model had been partially successful in achieving the objective of streamlining budget processes, in that 112 days elapsed from the time of the establishment of the Mission to the presentation of a budget for legislative review. While that represents some progress over previous start-ups, the target of a 90-day timeline for the presentation of a budget was not met. The delay was due, in part, to the time taken to prepare detailed, voluminous staffing justifications. By comparison, the budget document for UNMISS for the 2012/13 period was 37 per cent shorter than that for the 2011/12 period, which was developed using the standard funding model.

38. The majority of key stakeholders surveyed were of the view that the model enabled an enhanced focus on results-based budgeting and the staffing element of the budget and greater capacity to focus on critical operational tasks.

39. As noted, efforts are under way within the Secretariat to address the present challenges through proposed improvements to the standard funding model. The issues of the length of the budget report and the time taken to issue it will be improved by including a standard civilian capacity in the model, as that will further streamline the budget development process.

Processes, speed and quality of support

40. Within the divisions at Headquarters, a number of tangible elements of progress were also achieved, in particular as they related to the streamlining of processes and the speed and quality of support in line with the envisioned end state for the human resources pillar. Achievements included the following:

- Roster-based recruitment has added thousands of qualified candidates to rosters over the past two years. The number of rostered candidates currently exceeds 12,000. In 2012, nearly 3,000 more were added.

- To further develop succession and talent management capacities, the Department of Field Support, together with eCornell, have started a certification programme for human resources practitioners. To date, more than 200 staff have been certified. The number of staff enrolled increased from 300 to more than 800 during 2012.

- The use of detailed analytical reports within the Field Personnel Division continues to better inform staffing operations. The recruitment section, for example, has begun to use analytical data to better target its recruitment and rostering efforts. Such reporting will be used next to inform mobility and gender initiatives.

B. Global Service Centre

Supply chain management

41. Building on previous analysis, the Department of Field Support, in August 2012, commenced a formal process of developing a comprehensive supply chain management strategy aimed at the effective, responsive and efficient provision of goods and services required for mandate implementation. The effort was undertaken by a multidisciplinary team of key stakeholders using an established model that blends strategic scenario planning and guidance and provides a foundation for converting the resulting vision into operational concepts. It reflects the growing supply chain orientation of the Department of Field Support and seeks to provide a departmental road map for the next decade that will guide ongoing efforts to improve supply chain management.

42. This supply chain management concept is an example of how the United Nations is adopting best practices to modernize its support to peacekeeping and political missions with a particular emphasis on "rightsizing" and "rightsourcing". "Rightsourcing" is a strategic methodology employed to match the supply of assets, resources and services to actual needs. It is a proven approach that reduces waste, drives efficiency and creates better value. In doing so, it builds agility into the service delivery model, helping the United Nations to better meet complex and changing client needs through a global network of suppliers.

43. As part of the concept, Headquarters will be responsible for establishing overall strategic goals for the entire supply chain and promulgating those goals through the use of a robust performance management framework. The Global Service Centre will manage the global supply chain, consolidating acquisitions, maintaining assets and responding to contingencies. Standing capacities for goods and services will complement the modularization initiative and will include personnel, goods and services required for basic field operations. The acquisition of goods and services will take advantage of synergies and economies of scale throughout the supply chain, ensuring a match to actual demand. The Regional Service Centre will aid the Global Service Centre in overall management, including shared service delivery and regional coordination. All supply chain activities will be underpinned by a global information management system that fully integrates all supply chain activities, provides analytical tools and management information to all levels of the supply chain and enables the global management of inventory. Nothing in the supply chain concept changes the roles and responsibilities of Secretariat partners, including the Department of Management and the Procurement Division.

Global Service Centre process streamlining and reprofiling

44. Considerable progress has been made in terms of improvements to rapid deployment and service delivery to the field, as well as in cost savings and process streamlining at the Global Service Centre, as set out below.

- During the early deployment of UNSMIL in Libya, the Global Service Centre was able to rapidly deploy 36 vehicles and communications equipment and provide 54 technical staff as part of mission support teams to provide crucial support on the ground. The Global Service Centre continues to host UNSMIL-embedded staff, providing a combination of back-office and in mission

technical support. The Global Service Centre delivered almost $1 million in annual efficiency savings by providing mission start-up support in Libya.

- Modularization designs for 1,000-, 200- and 50-person camps were completed in support of future deployment needs. That has translated directly into enhanced rapid-deployment capability; UNSOA (Mogadishu) has built three modular camps: a 1,000-person camp and two 850-person camps. Previously envisioned pilots of modules as part of the UNMISS start-up in South Sudan were not carried out as a result of regional redistribution of assets from liquidated UNMIS and MINURCAT missions.

- Overall, mission support teams from the Global Service Centre performed logistics, administrative and communication and information technology service functions in response to service requests from 12 missions during the past year, deploying more than 100 personnel.

- Valencia and Brindisi became fully operational telecommunications hubs.

- A review of the composition of strategic deployment stocks by staff from the Global Service Centre, the Information and Communications Technology Division and the Logistics Support Division led to a reduction of holdings, allowing application of $50 million in savings to the resources required for the United Nations Logistics Base for the financial period 2012/13, in accordance with the request of the General Assembly in paragraph 8 (a) of its resolution 66/266.

- Field central review bodies can now process a case in an average of 35 days, approximately half the number of days (68) that same process took in 2010.

45. To enhance field service delivery, the Global Service Centre consolidated and streamlined functions under its three services: the Logistics Service, the Base Support Service and the Communication and Information Technology Service. The above-mentioned transfer of functions and resources from Headquarters to the Global Service Centre in areas such as strategic deployment stocks and asset management is currently being documented, with the aim of establishing initial benchmarks and streamlining processes to enhance delivery of future services to field clients. The Global Service Centre continues to contribute to the enhancement of global asset management and the improvement of the overall global supply chain through the implementation of centralized warehousing, which has improved the utilization of space (including allowing for the closure of temporary structures), inventory holdings, stock turnover and the use of human resources. Centralized warehousing and maintenance have been strengthened through the transfer of strategic deployment stocks management from Headquarters to the Global Service Centre. Those adjustments, coupled with the reduction in holdings, support the streamlining of processes and more rapid deployment capability for mission start-up and sustainment.

46. Though not a direct result of the implementation of the global field support strategy, support for information and communications technology has been enhanced by the completion of the Valencia facility as the telecommunications hub. That enabled the creation of an information and communications technology multi-site hub (together with Brindisi) for the Department of Field Support, providing high quality information and communications technology services to field operations. The information and communications technology infrastructure and

network at the Global Service Centre will play a paramount role in delivering Umoja to both field and Secretariat users; Umoja and the enterprise data centres have been deployed in Valencia and Brindisi. The enterprise data centres are hosting Secretariat-wide critical software systems such as the United Nations customer relationship management system (iNeed), the Unified Communications Connection, the Fuel Management System, the automated Headquarters Committee on Contracts and other systems.

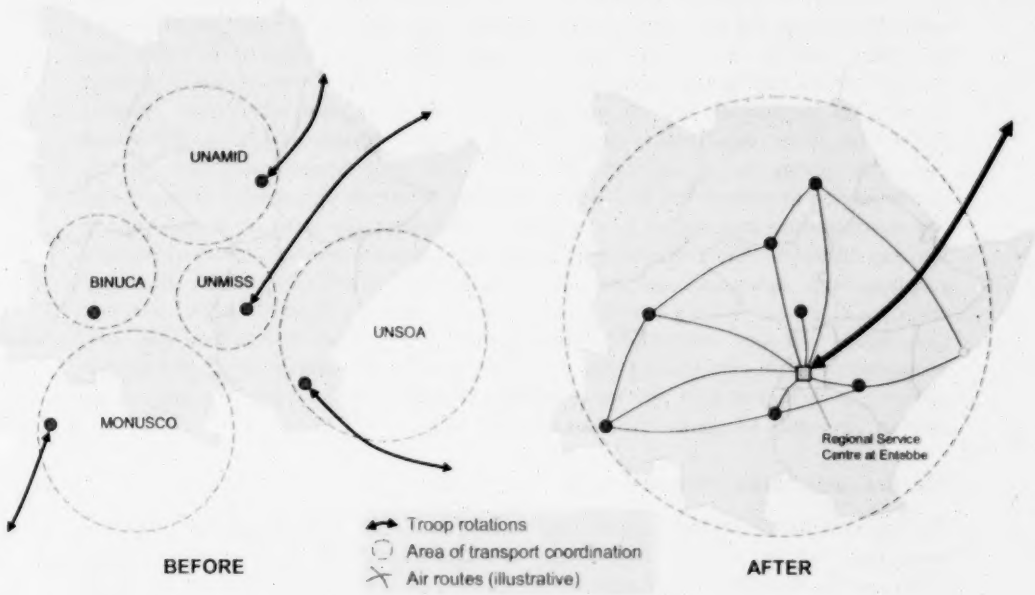
C. Regional Service Centre

47. During the reporting period, the Regional Service Centre at Entebbe made progress in implementing the elements of the global field support strategy related to shared transportation, financing and human resources services. The approach used for the assessment and movement of mission functions has ensured continual progress in service delivery in those areas throughout the reporting period. Details on the Regional Service Centre at Entebbe will be provided in an annex to the report of the Secretary-General on the overview of the financing of United Nations peacekeeping operations for the period from 1 July 2013 to 30 June 2014.

Transportation

48. As previously reported, a Transportation and Movements Integrated Control Centre was created within the Regional Service Centre at Entebbe to provide integrated and optimized transportation and movement services in Central and East Africa. The Centre is eventually expected to coordinate regional efforts for airfield infrastructure, including ground support equipment, leading to safe operations and quick turnarounds. An approved governance and operational framework clearly defines the roles and relationships of Headquarters, the Global Service Centre, the Regional Service Centre and missions, and serves as a platform for decision-making, reporting, integrated workshops and the coordination of activities of the Transportation and Movements Integrated Control Centre.

Figure IX
Coordination of troop movements from the Regional Service Centre



49. The Transportation and Movements Integrated Control Centre continues to successfully facilitate the reconfiguration and sharing of the regional air fleet and manages the execution of troop rotation tasks for the client missions, delivering improved service in both of these areas as well as savings (see figure IX). It continues to coordinate regional efforts for airfield infrastructure, including ground support equipment, leading to safer operations and quicker turnarounds. A direct benefit to troop-contributing countries has been service that is more responsive to client needs and flexible in scheduling the newly established long-term charter aircraft. For example, a flight date change that previously resulted in significant cost to the Organization can now be coordinated by the Transportation and Movements Integrated Control Centre. The holistic operational oversight of charter and mission assigned aircraft by the Centre also allows troop-contributing countries to rapidly deploy to any environment. Since 2010, efficiencies have included a fleet reduction of 24 aircraft and cost savings of $102.4 million for the period from the establishment of the Centre in January 2010 to the end of June 2012.

50. Over the past year, in collaboration with Headquarters and the field, the Transportation and Movements Integrated Control Centre enhanced its services to client missions through the implementation of field support suite applications such as e-Ticketing and the Flight Operations Management application. The former application provides accurate and real-time manifest data as well as streamlined boarding procedures; the latter captures utilization cost and efficiency data and streamlines tasking and reporting on the use of aircraft leased by the United Nations. The Centre is also working with missions to plan and execute the multimodal movement of cargo and passengers by conducting technical analysis to

determine feasible and cost-effective options to perform the task with the most suitable and economical assets.

51. Progress in aviation efficiency has also been achieved through the recent establishment of the long-term global contract to conduct troop movements using a long-range aircraft (Boeing 767 ER). The first flight was launched on 16 September 2012. The aircraft is dedicated to United Nations military and police personnel movements worldwide and its use will result in substantial efficiencies, greater flexibility, more comfortable service and reduced travel times for uniformed personnel owing to fewer technical stops. The new arrangement has already demonstrated improved flexibility in responding to urgent operational requirements and rescheduling needs due to unforeseen circumstances, such as a shift in the security situation. The availability of a long-term service agreement also eliminates previous time delays of, on average, three to four weeks to prepare bids and contracts for this type of transport. Data are being collected from customer satisfaction surveys to further ascertain the level of service under the new arrangement. Between 16 September and the end of November 2012, the United Nations has achieved $1.6 million in cost savings through the use of the long-range aircraft, primarily owing to reduction in empty legs.

Finance and human resources

52. In October 2011, the Regional Service Centre at Entebbe completed an initial assessment of the finance and human resources functions. The client missions subsequently transferred 160 posts as at 1 July 2012, which enabled the Regional Service Centre to create the initial framework for the two functions. For the fiscal year 2013/14, a further 123 posts for finance and human resources were identified for transfer from the missions to the Regional Service Centre at Entebbe, following a second assessment to align the shared service operation of the Regional Service Centre at Entebbe to the Umoja model and to implement Inspira as part of increased delegation of authority to missions. A client help desk was established to address a broad array of queries, provide status updates and resolve any client support issues that arose as part of the transition process. Savings and productivity gains are attributed to the consolidation of functions in the Regional Service Centre at Entebbe, enabling the extension of services to the special political missions of BINUCA and BNUB.

53. In addition to transferring functions, the Regional Service Centre at Entebbe has also begun to streamline and re-engineer them in coordination with Umoja. The Regional Service Centre at Entebbe has also finalized benchmarks and key performance indicators that ensure existing and re-engineered services are monitored and further improved, drawing on lessons learned.[3] The Centre has engaged experts in Lean Six Sigma methodology to review individual service lines, identify bottlenecks and opportunities for process improvement and monitor the near-term implementation of solutions.

54. One of the first processes to be reviewed has been the payment of assignment grants to newly appointed staff. A multifunctional team of Regional Service Centre staff members worked under the guidance of the Lean Six Sigma consultants to

[3] The benchmarks and key performance indicators will be reported in an annex to the report of the Secretary-General on the overview of the financing of United Nations peacekeeping operations for the period from 1 July 2013 to 30 June 2014.

identify efficiencies and reduce the time taken to process and pay the assignment grant from an average of 30 workdays to 5. Those process changes are currently being implemented. The improvement in efficiency can be immediately felt in two ways: the staff member receiving the benefit can become fully engaged and productive in his or her role much sooner, and processing staff have additional capacity available for professional development and specialization activities, as well as for further process improvements. The processing of claims for education grants, which has been managed by both the Regional Service Centre and the Global Service Centre, has also produced important efficiencies, and the average processing time has been reduced from seven weeks to four.

D. Field missions

55. The implementation of the global field support strategy has resulted in increased functional integration, resource efficiency and process streamlining in field operations, enabling effective mandate implementation. Missions have received increased access to support services from the Regional Service Centre at Entebbe and the Global Service Centre, and eight missions to date have benefited from Regional Service Centre at Entebbe services for administrative, logistics and Communication and Information Technology Service support functions.

56. The global field support strategy has acted as a driver in the implementation of resource efficiency projects. Aligned to the Secretariat-wide priority to ensure that field operations become increasingly cost-effective, the submissions for the 2013/14 budgets of the field missions reflect the concerted effort to improve value for money. Likewise, existing standards for assessing equipment, vehicle and information and communications technology needs are under comprehensive review, as are standard resourcing allocations. Missions are closely involved in identifying and sustaining improved resourcing practices, supported by the resource efficiency group, in areas such as vehicle and computer allocations, United Nations aircraft passenger utilization rates, mission infrastructure and fuel consumption. Examples of progress follow:

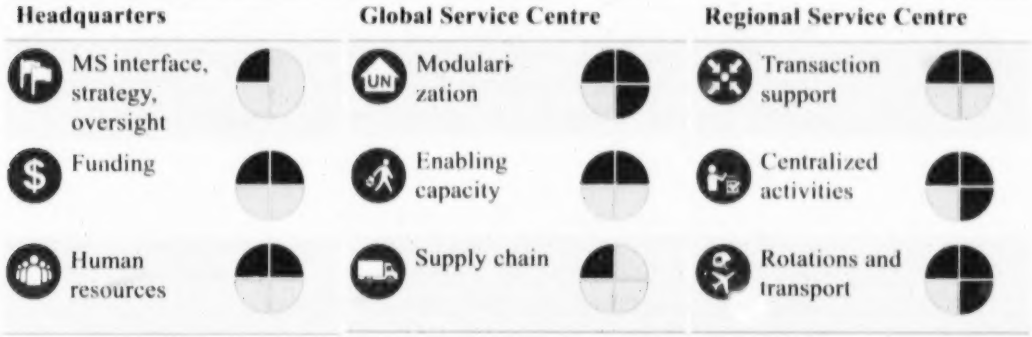
- The UNSMIL start-up in Libya established an important precedent as the first mission to achieve a lighter footprint by applying global field support strategy principles. It deployed fewer support staff than substantive staff, providing remote support from the Global Service Centre as mission support teams rapidly deployed to Tripoli in the early days of the mandate.
- Inter-mission cooperation has become an increasingly regular practice within the framework of the global field support strategy, presenting opportunities for synergies between missions. That includes use of the United Nations Mission in Liberia's B-737 aircraft by other missions in the region in support of troop rotations and operational requirements such as evacuation, as well as cooperation in such areas as finance and general supply.
- Through application of the standard funding model, UNMISS demonstrated greater fiscal discipline in a complex and dynamic operational first-year environment.
- Critical support to both the United Nations Operation in Côte d'Ivoire (UNOCI) and the United Nations Supervision Mission in the Syrian Arab

Republic (UNSMIS) was made possible through increasingly responsive financing mechanisms. In the case of UNOCI, the Secretariat, with the concurrence of the Advisory Committee on Administrative and Budgetary Questions, entered into commitments in the amount of $85.3 million to support the Mission's response to the crisis in Côte d'Ivoire in December 2010, while $8.6 million was drawn from the strategic deployment stocks to support the rapid start-up of UNSMIS in April 2012.

- Quick deployments of equipment supported mission start-up in the Syrian Arab Republic. A total of 12 armoured vehicles and 100 other vehicles were transferred from Brindisi with the support of Member States, the first vehicles arriving on the ground in Damascus within hours of the authorization by the Security Council of UNSMIS. The Mission was able to achieve full operational capacity within one month. In April 2012, UNMISS piloted an integrated supply chain approach based on process mapping, the linking of activities and reducing duplications. The Mission integrated various sections into one organization based on the cycle of inventory management, thus improving accountability and tracking and reducing inventory and stock losses.

- In missions served by the Regional Service Centre, the role of the Chief Human Resources Officer now better reflects the more strategic aspects of the human resources framework of the global field support strategy. With many transactional processes now transferred to the Regional Service Centre, the Chief Human Resources Officer provides strategic advice to the senior leadership team and hiring managers on human resources planning and management, policy implementation and monitoring in order to ensure that the department supports the mission's strategy and is responsive to evolving changes in the mandate. Concurrently, the Chief Human Resources Officer advises staff on career development and staff-management relations.

Figure X
Dashboard of progress achieved



III. Next steps

57. Despite these achievements, more remains to be done (see figure X). Implementation of the global field support strategy will continue to focus on:

(a) enhancing oversight and performance management, including the finalization of benchmarks and key performance indicators; (b) ensuring that governance mechanisms operate in a timely and effective manner; (c) intensifying communications and outreach to all internal and external stakeholders; (d) monitoring implementation progress and addressing and resolving challenges; and (e) aligning the global field support strategy with Umoja and IPSAS.

58. Consideration for further Regional Service Centres beyond the Regional Service Centre at Entebbe — those in the Middle East and West Africa — will occur once the Regional Service Centre at Entebbe is assessed as fully operational. Simultaneously, and in the context of supply chain implementation, the Department of Field Support will review how best to support those field missions which are not connected to any Regional Service Centre, with the aim of presenting the results in the next progress report of the global field support strategy.

59. Until then, missions in the Middle East and Western Africa will continue to develop inter-mission cooperation and explore possibilities to leverage the experiences of the Regional Service Centre at Entebbe and the Kuwait Joint Support Office, which is not a regional service centre but provides back-office functions to the United Nations Assistance Mission in Afghanistan and the United Nations Assistance Mission for Iraq. The Global Field Support Strategy Team will support streamlining and process re-engineering efforts through remote and on-site consultation and the provision of tools and techniques. The development of standardized processes will be beneficial to those missions, as it will facilitate a smooth transition to Umoja.

A. Headquarters

Programme management of the global field support strategy

60. As with any major transformational exercise, significant effort must be devoted to transitioning the Department of Field Support Headquarters role from a mix of transactional and policy responsibilities to one focusing primarily on interfacing with Member States, strategy, policy and oversight. It will necessitate a reprofiling and streamlining of existing Headquarters functions, which has been and will continue to be carried out in close consultation with Member States and Secretariat partners. Managing the transition will require categorizing the effort as a priority and drawing upon expertise and skills located throughout the Department. In addition to identifying the unique role and added value provided by Headquarters, specific change management tools, techniques and training will be needed. Specific training requirements relating to the implementation of the global field support strategy will need to be identified as part of the change management, taking into account other Organization-wide administrative and management reform processes.

61. In the coming year, the governance mechanism of the global field support strategy will be further strengthened. Regular Steering Committee meetings will enable the provision of more cogent guidance to the initiative and better client input from the Department of Peacekeeping Operations, the Department of Political Affairs and field missions. In addition, timely follow-up on the Steering Committee decisions will further strengthen accountability and ensure that challenges are addressed appropriately. Broader participation in the governance process will be

achieved through the inclusion of the Regional Service Centre at Entebbe on the Steering Committee and the expansion of the Client Board to include the representation of the civilian component from peacekeeping and special political missions. More timely and accurate data should result from Umoja and IPSAS deployments. Umoja has designated the Department of Field Support as the pilot department in which the Umoja deployment will be field tested.

62. As part of the global field support strategy implementation plan, the Department of Field Support will implement the structured change management strategy, which incorporates knowledge of the current environment, familiarity with change management tools and techniques and a solid engagement plan. The change management strategy helps the Department of Field Support move from its current state to its desired future state by supporting all levels of the Organization in transitioning to new ways of working, soliciting feedback from Headquarters and field staff and providing timely solutions to implementation challenges. Progress towards achieving the desired end state will be measured continuously throughout the remainder of the initiative. That will ensure that changes in organizational culture — for example, developing stronger client orientation, creating synergies through integration of staff from multiple missions and managing through performance measurements based on data — are all properly managed.

63. Risk is an ever-present factor in the support of field operations, whether in the execution of routine transactional processes or in the management of functional programmes and projects. The risk management framework of the global field support strategy is guiding implementation towards the end state by supporting risk-based decision-making. The goal of the risk management framework is to provide a means for taking into account the anticipated impact of uncertainty by developing practical options for constructive countermeasures. Risk profiles and the implementation plan will be updated as required to ensure dynamic risk tracking and effective mitigation.

64. Successful implementation of the global field support strategy is measured through a holistic and standardized approach to performance management. The strategy's performance management framework helps Headquarters, the Global Service Centre, the Regional Service Centre and field missions to define clear goals, which form the basis for design and implementation of key performance indicators. Development of a comprehensive performance management framework for all levels of the strategy is a complex undertaking. The Secretariat continues to work on expediting the introduction of key performance indicators in line with the recommendations of the Advisory Committee on Administrative and Budgetary Questions (see A/66/718, paras. 198-200) and the Board of Auditors (see A/66/5 (Vol. II), para. 208). As progress on the strategy advances towards 2015, substantial performance data will be collected and analysed using dashboards integrated with Umoja to support consistent and transparent monitoring and reporting. Initial key performance indicators related to the modularization pillar were presented in the report of the Secretary-General on the implementation of the global field support strategy (A/66/591). Those indicators are being reviewed in line with the development of a broader supply chain concept and will be refined accordingly. Key performance indicators for the remaining elements of the strategy are currently being revised and will be shared with Member States once completed, by the end of March. More detailed reporting on the key performance indicators related to the Regional Service Centre is provided in an annex to the report of the Secretary-

General on the overview of the financing of United Nations peacekeeping operations for the period from 1 July 2013 to 30 June 2014.

65. With respect to the standard funding model, a set of key performance indicators has been identified for the core objectives of fiscal discipline, enhanced legislative transparency, streamlined processes and flexibility. They include increasing the implementation rate of expenditure against apportionment for the first budget period to 99.9 per cent, having a standard model approved that can be used as the basis of a budget report for start-up missions rather than a variety of financing mechanisms presented to the General Assembly on an ad hoc basis, attaining a target of 90 days between mandate approval and issuance of the budget report of the Secretary-General, reducing the volume of the first submitted budget report, aligning the number and value of deployments in the first year of operations and reducing the variances between actual expenditures and allotted amount by class.

66. Within the human resources management scorecard system, a number of operational indicators have been published and are being used by field missions for self-monitoring, and include such indicators as temporary appointments lasting more than 729 days, the employment of staff who are over retirement age, staff members earning a special post allowance for more than two years, the timely completion of performance appraisals, the management of staffing table problems and excessive leave balance. As the Secretariat moves towards the 2015 end state of the global field support strategy, data on those and related indicators will be collected to provide improved oversight and implementation of the human resources pillar.

67. As a comprehensive reform initiative, the global field support strategy proposes organizational changes that affect each of its stakeholders in different ways. Its communication strategy forms part of the broader engagement strategy and identifies the party responsible for delivering a set of key messages to each target audience at all levels. Communication will be accomplished through regular consultations and periodic informal briefings with Member States and through close coordination with institutional partners and staff on specific areas of interest. In addition, the Department of Field Support will draw on communication tools such as iSeek articles, presentations to senior management meetings, online surveys, focus groups and field visits to update the Secretariat on progress and seek feedback from stakeholders on implementation issues.

Internal restructuring

68. The revised plan of the Field Personnel Division for 2013-2014 does not propose any functions for transfer. Instead, it separates transactional functions (e.g., the processing of entitlements) from the prevailing Headquarters role while remaining in New York, enabling possible relocation at a later stage. The oversight and guidance functions would have greater emphasis on strategic elements of the human resources framework, such as field workforce planning, monitoring, the provision and consistent application of guidance, the development of a cadre of human resources professionals and career support for staff in transitioning missions in close consultation with the Office of Human Resources Management. Further, a new Organizational Performance Measurement Unit and Field Human Resources Strategy Service would use existing resources to form units devoted to workforce planning and information management and the development of human resources

capacity in the field, which are priority areas of the strategy's human resources framework.

69. Moving forward, the Field Budget and Finance Division will focus on strategic reserve allocation and ensuring mission resources/budgets align with mission strategic priorities. In this regard, it will continue its efforts to implement the strategic resource management framework. Significant effort will be placed within the Division upon the wider effort of the Department of Field Support to support the implementation of both IPSAS and Umoja, recognizing the challenges and opportunities that will arise from being the first of the Secretariat entities to implement those critical enablers. The Information and Communications Technology Division, using technology and software to leverage the global field support strategy, will fulfil a dual role of continuing support to field operations drawing on common services and infrastructure while simultaneously coordinating and supporting the progressive roll-out of Umoja. The Logistics Support Division will realign, taking into account the need to manage logistics and the global supply chain to ensure optimal support to Member States and Secretariat partners, planning and policy and oversight, risk and performance management.

Synchronization with Umoja, the International Public Sector Accounting Standards and Inspira

70. In 2015, Umoja, IPSAS and Inspira will be in their second year of implementation, and benefits are expected as a result of joint planning and synchronization. The availability of reliable data made possible by IPSAS and Umoja will transform the Secretariat's ability to better manage on the basis of the clear visibility of assets. Systems will be integrated into the Department-wide performance management framework and employ specific goals, baselines, targets and key performance indicators. IPSAS and Umoja will continue to participate in the Steering Committee as standing members, enabling consistency and accountability by aligning the global field support strategy, IPSAS and Umoja in the support of integrated and standardized information and timely and accurate data.

B. Global Service Centre

71. Next steps in the development of the Global Service Centre will concentrate on finalizing a supply chain/modularization programme, including the refinement of camp designs, the development of designs for policing, corrections and justice facilities as well as disarmament, demobilization and reintegration sites; the enhancement of mission support teams; the training of mission personnel in programme and project management; and the identification of enabling capacities to meet the support needs of missions and deployed personnel throughout the mission life cycle. Global asset management and the composition of the strategic deployment stocks also will be refined further to support modularization and rapid service delivery to missions, including the development of mission personnel to sustain the initiative. Systems contracts will be reviewed and aligned to supply chain needs and modularization, including for enabling capacities.

72. The Global Service Centre will continue to reprofile and re-engineer its processes and functions to embed the global integrated supply chain, including a

global asset source identification (clearing house) function. That includes a global geo-data information capacity.

C. Regional Service Centre

73. The report of the Advisory Committee on Administrative and Budgetary Questions of 29 April 2010 (A/64/660) listed services to be considered for transfer from field operations to the Regional Service Centre at Entebbe, covering finance and budget, human resources, back-office logistics, information technology and communications. The Regional Service Centre at Entebbe based its assessment of the movement of possible functions on that report. Before June 2015, the Regional Service Centre at Entebbe will transfer the transaction-processing components of financial and human resource services and provide those services to all of its client missions while conducting complementary activities to improve service delivery.

74. Education grant processing has yielded efficiency gains at both the Regional Service Centre and the Global Service Centre, and the Secretariat will examine options for the consolidation of this global function at the appropriate location in line with the completed cost-benefit analysis. The Transportation and Movements Integrated Control Centre will expand further to facilitate multimodal movement optimization within the framework of a global supply chain strategy. Other back-office logistics functions will include specification writing and technical evaluations. Information technology and communications activities, telephone billing, network management and help desk services should be operational in the Regional Service Centre at Entebbe during the financial period 2013/14.

D. Field missions

75. In 2013, the support side of field operations will focus on Umoja and IPSAS preparation and implementation, and on taking steps towards the end-state vision for the global field support strategy. In 2013, Umoja will be rolled out at the United Nations Interim Force in Lebanon (UNIFIL) as part of the pre-implementation process. Mission support plans will be reviewed to incorporate strategy objectives into specific operational outputs, such as process streamlining, functional integration or structural realignment.

76. Missions served by the Regional Service Centre at Entebbe will complete planned human resources and finance transfers, continue to pursue efficiencies through the Transportation and Movements Integrated Control Centre and make adjustments to remaining administrative functions. The Chief Human Resources Officer and Chief Budget Officer functions will remain in missions. Field operations without a Regional Service Centre will distinguish strategic and advisory functions from transactional functions within the integrated framework adopted by senior mission management towards the end state of the strategy.

77. As part of moving towards the end state of the global field support strategy, a more substantive focus on field missions has begun, and includes proposals before the General Assembly, in the context of the budget submissions for 2013/14, to merge the now-separate finance and budget functions in several missions (the United Nations Peacekeeping Force in Cyprus, the United Nations Mission for the Referendum in Western Sahara, the United Nations Disengagement Observer Force,

the United Nations Interim Administration Mission in Kosovo, UNIFIL and the United Nations Stabilization Mission in Haiti) in order to better align resource management and accounting processes. Encouraged and supported by Headquarters, missions will more actively pursue inter-mission cooperation while special political missions will experience more directly the benefits of the global field support strategy.

IV. Requests to the General Assembly

78. **In order to implement fully the end-state vision of the global field support strategy by 1 July 2015, the General Assembly is requested to:**

(a) **Take note of the present report;**

(b) **Take note of the lessons learned from the application of the standard funding model in the context of UNMISS and endorse the proposed revisions and improvements to the standard funding model reflected in paragraph 36 above.**

V. Conclusion

79. Challenges ranging from complex — often volatile — operational environments to increased demand for specialized capabilities, and the simultaneous need for greater organizational flexibility, are likely to be at least as compelling in 2015 as they are in 2012. The Organization must be prepared to confront those challenges and deliver real value for the Member States. The global field support strategy is one of the important efforts by the Secretariat — together with Member States and Secretariat partners — to meet those challenges in a dynamic way. Introducing sustainable changes to the structures, functions and processes throughout the Department of Field Support will require a range of tools and flexible response options if the United Nations is going to meet the expectations placed on the fulfilment of political and peacekeeping mandates by the full range of all stakeholders. It is for those reasons that the Secretariat is committed to the integrated global service delivery model of the global field support strategy. The model will reach the objectives put forth at the strategy's inception. Together, those changes will yield improved service delivery and client orientation; more synergies across missions; better use of data and information to track, measure and monitor performance; a lighter mission support footprint; efficient use of resources and increased accountability; and a more strategic Headquarters.

80. United Nations peacekeeping and political missions are entrusted with tremendous responsibilities by the Member States and high hopes by the peoples the United Nations aspires to serve. Those missions need better capabilities and services; the people they are serving require it, the Member States expect it and the Secretariat is committed to providing it. The global field support strategy is the delivery mechanism for those improved services. It provides the framework in which the United Nations rises to those challenges in a fundamentally different way than in the past; one in which responsive, mission-oriented service delivery is the objective; where uniformed and civilian personnel are the clients; where staff safety and security are paramount; and where structural efficiencies are introduced into

every aspect of the Secretariat's work. Those objectives will be met, and in their achievement a solid foundation for other reforms will have been built.

81. Implementation of the global field support strategy will not end on 1 July 2015, however. Lessons will be learned from the first five-year period and the strategy will be adjusted to meet changing field requirements as well as field and system-wide reform requirements. The global field support strategy is as much a philosophical approach to the work of the United Nations as it is about structures and processes.

82. Further details of the implementation of the global field support strategy will be provided as annexes to the report of the Secretary-General on the overview of the financing of United Nations peacekeeping operations for the period from 1 July 2013 to 30 June 2014, which will address the remaining reporting areas requested by the General Assembly, as reflected in its resolution 66/264, as well as in the reports of the Advisory Committee on Administrative and Budgetary Questions (A/66/718) and the Board of Auditors on United Nations peacekeeping operations (A/66/5 (Vol. II)).

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Sustainable development: implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development

Initial input of the Secretary-General to the Open Working Group on Sustainable Development Goals

I. Introduction

1. The United Nations Conference on Sustainable Development, held in Rio de Janeiro, Brazil, from 20 to 22 June 2012, resulted in an agreement by Member States to launch a process to develop a set of sustainable development goals that can be used to pursue focused and coherent action on sustainable development. In the Conference outcome document the Heads of State or Government and high-level representatives resolved to "establish an inclusive and transparent intergovernmental process on sustainable development goals that is open to all stakeholders, with a view to developing global sustainable development goals to be agreed by the General Assembly" (see resolution 66/288, annex, para. 248). The outcome document mandated the creation of an intergovernmental open working group that would submit a report to the General Assembly at its sixty-eighth session containing a proposal for sustainable development goals for consideration and appropriate action.

2. Among the inputs to the ongoing consultations on sustainable development goals are the June 2012 report of the United Nations System Task Team on the Post-2015 United Nations Development Agenda, "Realizing the Future We Want for All" and the report of the High-level Panel of the Secretary-General on Global Sustainability (A/66/700). Broad consultations on sustainable development goals are expected to continue.

3. The current report was prepared in line with paragraph 248 of the Conference outcome document and taking into account the above-mentioned efforts. It offers a synthesis of the input received to a questionnaire sent to Member States and is presented as an input to the work of the Open Working Group on Sustainable Development Goals.

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A. Moving towards sustainable development goals

4. The sustainable development goals are intended to advance sustainable development as a further integration of the three dimensions of sustainable development: economic, social and environmental. The aim is to guide and contribute to transformative change as stipulated in the Rio+20 outcome document, in support of rights-based, equitable and inclusive processes that enhance sustainability at global, regional, national and local levels.

5. Sustainable development represents a natural next step in the evolution of the development agenda, supported by the United Nations. From the 1960s through the 1990s, national actions and international cooperation were defined as part of the "Development Decades." A number of goals, for health, education and other "social" dimensions of development, were set during that period, culminating in the Millennium Development Goals in 2000. It has long been understood that the economic and social dimensions are clearly interrelated; for example, at a macro level economic growth is considered necessary for achieving objectives in education and health, while improving education and health status contributes to economic growth in the long term through multiple channels. These mutual, synergistic interlinkages have, however, not been as prominently recognized with respect to mainstreaming the environment in the course of setting international goals and targets.

6. This recognition of the close interrelationship among the three dimensions of sustainable development is especially appropriate at a time when significant climate change impacts are becoming apparent and humankind is increasingly aware of the urgent need to respect finite and fragile natural resources. This calls for a closer understanding of synergies and trade-offs among the three sustainable development dimensions at subnational, national, regional and global levels and underscores a need for more coherent policymaking.

B. Vision for the sustainable development goals

7. The outcome document contains indications of what the sustainable development goals, inter alia, could seek to achieve. Foremost among these is poverty eradication, for which sustained, inclusive and equitable economic growth in developing countries is a requirement (see A/RES/66/288, annex, para. 106). In addition, reducing inequalities, promoting gender equality and ensuring equal access to quality education are examples of additional outcomes to which the sustainable development goals can contribute.

8. The outcome document also indicated that the process to develop the sustainable development goals needs to be coordinated and coherent with the processes to consider the post-2015 development agenda (para. 249).

9. Coherence between the process of formulating sustainable development goals and the processes for defining the post-2015 development agenda could be fostered by taking into account key documents addressing the post-2015 process, such as the report of the United Nations System Task Team, "Realizing the Future We Want for All". This report emphasizes the following defining elements:

- Core values of human rights, equality and sustainability
- An agenda based on concrete end goals and targets, one of the key strengths of the Millennium Development Goal framework — potentially differentiated along four dimensions of a more holistic approach: (1) inclusive social development; (2) inclusive economic development; (3) environmental sustainability; and (4) peace and security — which builds upon the three pillars of sustainable development
- "Development enablers" that help guide policy coherence at all levels[1]
- Recognizing that one size does not fit all, thus leaving space for national policy design and adaptation to local settings
- Conceiving the agenda as truly global, with shared responsibilities for all countries, implying also a redefinition of the global partnership for development.

10. Overall, the sustainable development goals should seek to envision a more holistic and integrated agenda for advancing human well-being that is equitable across individuals, populations and generations; and that achieves universal human development while respecting the Earth's ecosystems and critical life support systems. Strengthening the interface between science and policy can contribute to defining one set of appropriate goals, targets and indicators of the post-2015 development agenda.

II. Synthesis of questionnaire responses

11. The synthesis presented here is based on 63 Member State responses, including European Union members that submitted a joint response as the European Union. This is a partial sample of views of Member States, representing roughly one third of the United Nations membership.

A. Sustainable development goal priority areas

12. In preparation for the United Nations Conference on Sustainable Development, an indicative list of priority areas to be addressed through the sustainable development goals was submitted by three Member States within a concept paper; the issues were considered to be politically mature and to address widely acknowledged needs. The responses to the questionnaire have reflected and built upon this initial thinking. In addition, one country proposed a set of criteria and related questions that could be useful in identifying priorities.

13. An analysis of responses reveals that the overarching priority areas of poverty eradication and sustainable management of natural resources are high on the list of many respondents, with more specific issues elaborated by many that could be included under these broader headings. For example, the dependence of the poorest

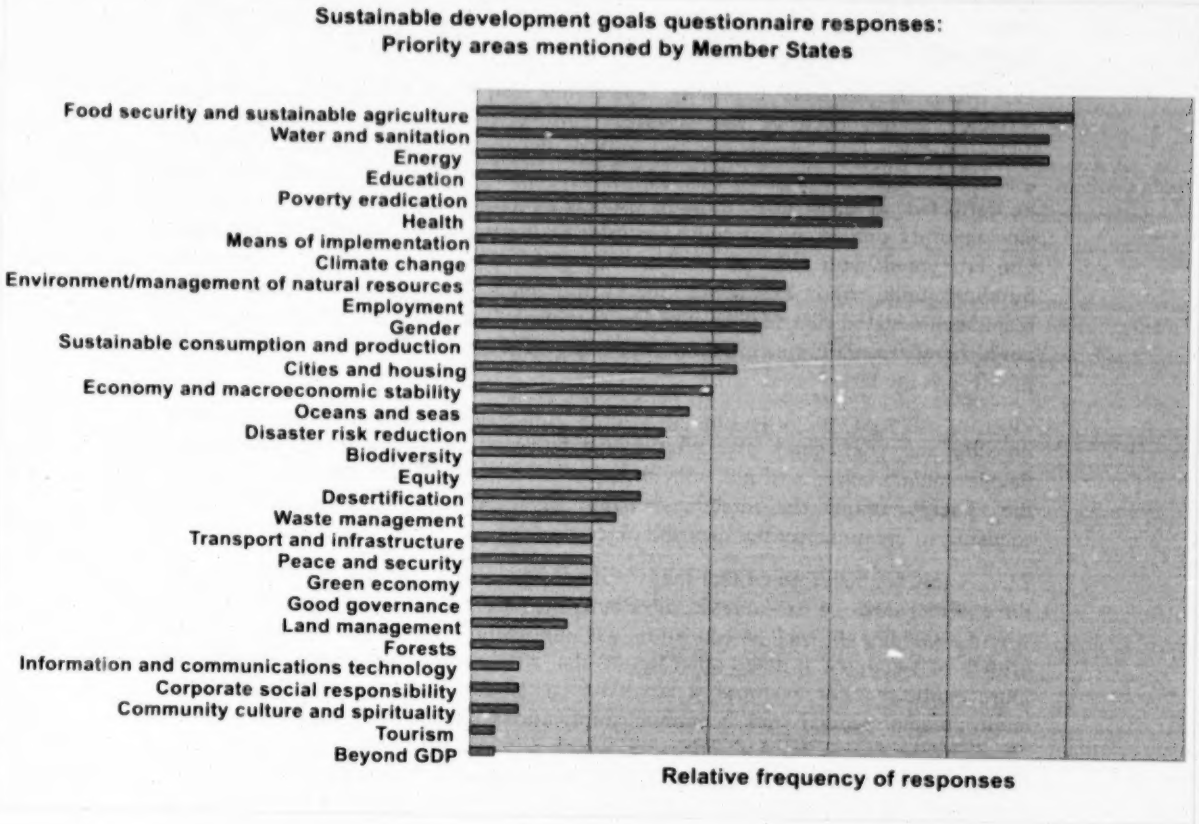
[1] As defined in "Realizing the Future We Want for All", "enablers" would include such development elements as a fair and stable global trading system, adequate financing for development, affordable access to technology and knowledge and good governance practices based on rule of law, among others.

in poor countries on natural resources for their livelihoods, enhanced capacity of natural systems to support human welfare, ecosystem conservation and restoration, sustainable ecosystem management, and the reduction of ecosystem pollution were all mentioned by different respondents, and could fall under sustainable management of natural resources as a priority area. In outlining a number of priority areas, one respondent emphasized the understanding that the sustainable development goal process would converge with the post-2015 development agenda, resulting in the formulation of one set of post-2015 development goals. Another respondent added that identifying priority areas would be facilitated if countries established a common understanding of the relationship between the post-2015 framework, the sustainable development goals and the Millennium Development Goals.

14. Some priority areas were frequently listed as clusters of interlinked issues. Ensuring equal opportunity in accessing basic needs such as energy, water and food, and in accessing education and health services, as well as improving the quality of these services, comprised one cluster. Some respondents linked aspects of sustainable agriculture, food security, nutrition, water, combating desertification and land degradation, sustainable energy and energy security in various combinations. One respondent grouped priority areas within three clusters according to their economic, social and environmental aspects; others suggested that the sustainable development goals could encompass the multidimensional nature of well-being by looking beyond gross domestic product (GDP) measures with respect to quality of life.

15. One respondent stated that priority areas should be considered alongside the continued implementation of the existing Millennium Development Goal categories, depending on where achievement of implementation stands, and linkages should be strengthened between evolving sustainable development goals and the existing Millennium Development Goals. One submission favoured adding to the "unfinished business of the Millennium Development Goals" the issue of disaster reduction and resilience.

16. The following figure displays priority areas roughly in order of their frequency in responses.



17. It is noteworthy that the key social issues addressed by the Millennium Development Goals are very high on the list, suggesting an intent to keep the Millennium Development Goals at the heart of the agenda. At the same time, the prominence of climate change, sustainable management of natural resources, and sustainable consumption and production, as well as of economic issues like employment and macroeconomic stability, suggests an interest in having a more effective integration and balancing of the three dimensions of sustainable development going forward.

B. Balancing the economic, social and environmental dimensions of sustainable development

18. There are a number of ways in which the sustainable development goals might strive to balance the economic, social and environmental pillars of sustainable development. To some extent, the right approach will depend on how the process evolves, and in particular how the Millennium Development Goals are incorporated. One respondent advised that economic, social and environmental issues should heretofore be identified as "dimensions", rather than "pillars", of sustainable development, in order to avoid the erroneous impression that these elements are

somehow separate, and to emphasize that delivering on any of these three fronts requires addressing the interlinkages among them. In this regard, one response highlighted the importance of climate change adaptation for food security.

19. Many respondents explicitly stated that all three dimensions should be reflected within each of the sustainable development goals, with each goal addressing the three dimensions and each of the dimensions having a comparable associated target or indicator. One submission stated that the three dimensions could be reflected in each goal through associated targets and possibly by making sustainability one of the guiding principles of the post-2015 development agenda. Others agreed with this in combination with various other options involving building upon and expanding the Millennium Development Goals. Some respondents stated that Millennium Development Goals that are not met by 2015 could be appropriately adapted and updated to the sustainable development goals, possibly at the target level.

20. In addition to reflecting the three dimensions within each sustainable development goal, some also emphasized balance across the set of sustainable development goals as a whole, with attention to horizontal issues that could increase the synergy among the three sustainable development dimensions, rather than focusing solely on sector policies and objectives.

21. A few countries noted that there will not be a single formula for balancing the three dimensions of sustainable development. One country gave an example of where a social goal, such as education, has implications for the long-term economic growth of a country. It noted other targets that will incorporate all three dimensions more explicitly. For example, a target on sustainable fisheries will clearly have environmental, social and economic implications. Many respondents cited the "Sustainable Energy for All" initiative, which includes different targets in all three dimensions: a target on access to energy (social and development dimension); a sustainable energy production target (environmental dimension); and an efficiency target (economic dimension); and that it could also take into consideration interlinkages such as those between energy and health, and energy and gender. Another country noted that a similar approach could be envisaged for a water goal or a goal on food security and nutrition and sustainable agriculture.

22. One respondent observed that, while the Millennium Development Goals have succeeded in catalysing support for meeting the world's most basic social development objectives, it has also been widely recognized that there is a need for a more integrated approach moving forward. Many respondents agreed that the Millennium Development Goals should be integrated into a larger sustainable development framework beyond 2015, with some also noting that both integrating the Millennium Development Goals and balancing the three dimensions within and across each goal would be ideal, since these two options are inherently interlinked. One respondent favoured balancing the three dimensions and expanding the Millennium Development Goals while incorporating aspects of community, culture, human rights and spirituality. Another emphasized aspects of governance, noting that, in order to fulfil the promise of poverty eradication, the post-2015 framework would need to recognize the conditions for open economies and societies: the rule of law, the absence of conflict and corruption, the presence of property rights and strong institutions.

23. One country proposed integrating and expanding Millennium Development Goals with specific objectives in environmental protection and sustainable use of natural resources that would include access to drinking water, sanitation and energy; food security and sustainable agriculture; and biodiversity protection, ecosystems restoration and resource efficiency. Another noted that it is important to strike the right balance between comprehensiveness and specificity in order to avoid overloading or over-broadening the post-2015 development agenda and thereby undermining the specificity that has been a useful and important aspect of the Millennium Development Goals.

24. Several respondents favoured one set of goals, while one country specifically outlined some of the pitfalls of having two sets of goals, such as creating duplications, spreading the limited resources of developing countries too thin and creating confusion in reporting.

25. Suggesting integration of the Millennium Development Goals into the sustainable development goals was considered by one respondent to be premature prior to drawing lessons from the implementation of Millennium Development Goals and determining gaps in sustainable development indicators, while another noted that a thorough review of the Millennium Development Goals, as foreseen in the 2013 review, would reveal gaps in achievements.

26. One country affirmed the feasibility of carrying Millennium Development Goals over into a new set of goals, possibly with some modifications perhaps to integrate the three dimensions of sustainable development. For example, Goal 1, on hunger, could be integrated into an enlarged and comprehensive goal on food and nutrition security and sustainable agriculture. Similar approaches could be envisaged with health (Goals 4, 5 and 6), and follow-up on Goal 2 (education) could address the relevance of education with regard to the different dimensions, taking into account the special relevance of the social dimension in the education field. Further goals should be based on ongoing international initiatives such as "Education for All" and "Education First".

27. Several respondents supported expanding Goal 7, along with building on the Millennium Development Goals, but others opposed this option. One said that choosing this option would amount to a missed opportunity of historic proportions to truly incentivize and promote the integration of the three sustainable development dimensions. One country stated that, in order to promote environmental sustainability, special emphasis should be accorded to the environmental pillar, as it has a direct impact on economic and social development. Another said that expanding the existing Goal 7 on environmental sustainability is not sufficient to ensure that a future set of sustainable development goals balances the three dimensions of sustainable development.

C. Key use of sustainable development goals at the country level

28. A question on how sustainable development goals would be used at the country level presented respondents with an opportunity to reflect on their experiences with implementing the Millennium Development Goals while conjecturing how the sustainable development goals might be applied nationally. The following table provides the number of times specific uses were mentioned by respondents.

Table
Key use of sustainable development goals at the country level

1. Balancing sustainable development dimensions	(22 responses)
2. Guiding development cooperation	(19 responses)
3. Defining national policies	(17 responses)
4. Addressing key pressure leading to unsustainability	(14 responses)
5. Influencing national budget allocations	(11 responses)
6. Reviewing impact of national policies	(10 responses)
7. Other	(3 responses)

29. Many respondents indicated that sustainable development goals would be useful in striking a better balance among the three dimensions of sustainable development. Several respondents commented that with strong political commitment at the global level, which could be measured by frequency of meetings held at the highest political level, among other indicators, the sustainable development goals could have a very important influence on the process of defining national policies and, most importantly, on national budget allocations, which are critical for the successful implementation of the goals.

30. One country noted that sustainable development goals could help to create additional impetus and awareness on sustainable development priorities that can further galvanize the public to action. Another country noted that they should play an important role in encouraging support for government efforts by promoting, for example, public-private cooperation. In addition, they would be useful to some countries for measuring impacts, with goals and indicators ensuring that intended beneficiaries of a particular policy are reached and that development becomes more sustainable.

D. Defining national targets for global, universally applicable goals

31. A couple of countries stated that universally applicable sustainable development goals should contain globally accepted values using an inclusive, human-centred approach in order to ensure applicability for all countries.

32. Nearly all respondents agreed that the targets associated with the sustainable development goals should be common but differentiated, depending on country characteristics and level of development, recalling the Rio Principles.

33. In considering how sustainable development goals can be made practically relevant for each country, most respondents agreed that the particular national circumstances, capacities, priorities and level of development of each country must be carefully taken into account, with particular reference made to small island developing States, least developed countries and landlocked developing countries. In addition, targets would need to be framed to ensure that environmental, social and economic objectives are duly reflected. One respondent stated that the possibility of setting sustainable development goals applicable to a group of countries with similar characteristics and circumstances (for example, according to their gross national income) could also be explored.

34. It was noted that differentiation of universally applicable goals could be achieved at the target or indicator level. In order to be more practically relevant for all stakeholders, each country could be allowed to define the subgoals and target values for itself, and adjust the sustainable development goals to its level of development and internal characteristics, as long as this does not undermine the global values.

35. Examples given by different countries include:

- Countries with limited landmass might assign higher priority to energy efficiency than to generation of renewable energy. For developed countries participating in the "Sustainable Energy for All" initiative, the access target is less important than targets on energy efficiency and sustainable energy production. For a developing country, access to energy remains important and could be supported by developed countries in the context of development cooperation.

- A goal on food security and nutrition and sustainable agriculture would have dimensions that are relevant at the domestic and the international levels; for example, reduction of food waste and post-harvest loss. Some of the targets would be relevant for all countries, like sustainable land and water management. Some targets would be relevant for many countries, but with different means. Reducing food loss and waste, for example, would in some countries require better storage and transport facilities, while a different set of policies would be required in other countries.

- In addressing cities, provision of services and basic infrastructure might be key for developing countries, while addressing urban sprawl might be a priority for developed countries.

- Fighting HIV could mean reducing the rate of prevalence by 10 per cent for a least developed country where the rate is among the highest, while the target could be 50 per cent for developed countries with a much lower prevalence rate.

36. A couple of countries suggested that, once the global targets have been set, countries should make an assessment and set their own, more specific targets and indicators to reflect the enormous range of differences among and even within countries. In this context, another country noted that each country should, in addition to reporting on the aggregate national statistics, monitor and report on the implementation of the goals at the level of subnational regions, since in most countries there are great differences in levels of development and overall capacities between regions.

37. One country suggested that a dashboard of indicators could be defined internationally, and each country could decide which, if any, of those indicators would be useful for its internal policy and decision-making processes. Each country could, moreover, adjust them as it sees fit, an important option that would allow for different baselines of development. Another respondent noted that universally applicable sustainable development goals must be accompanied by indicators and tools that are broad enough to accommodate practical situations in each of the countries, while still providing comparable results. Still another country mentioned that the design of the sustainable development goals should incorporate opportunities for cooperation among countries.

38. Specifically, different Member States proposed that sustainable development goals and their associated targets could be:

- Made relevant through the formulation and application of national sustainable development strategies or their equivalents, and application through interministerial management schemes and other cooperation mechanisms
- Translated into national actions and indicators with review and measurement; these activities and their monitoring and evaluation (metrics, indicators) would need to be in line with and supportive of the national agenda
- Formulated so that cross-cutting issues are incorporated into the structure, with specific targets on equity; Governments may decide to develop suites of indicators to guide national processes that focus on addressing prevailing inequalities or internal differences, or that reflect ethnic considerations that are relevant to specific indigenous communities
- Tailored to the unique needs of certain groupings of countries, in particular fragile or post-conflict States, with expert groups and international organizations setting benchmarks for targets; also addressing the unique vulnerabilities associated with country groupings within the United Nations system (for example, small island developing States)
- Focused, in the case of least developed countries, on meeting basic needs such as ensuring food security, energy, housing, health, drinking water, sanitation and primary education for all, while keeping the environment sustainable and ensuring social and gender equity.

39. Several respondents highlighted how the Millennium Development Goals outlined global ambitions to be met collectively by the international community, and reiterated the need for scientific backing and analysis of the experience of the Millennium Development Goals in the sustainable development goal development process. One noted that targets need not necessarily be country-specific, suggesting that it might be possible to develop a range of targets at varying levels for a given sustainable development goal and invite countries to choose from this "menu" accordingly. Another country emphasized that sustainable development goals can be relevant only if they integrate the Millennium Development Goals, which will not be achieved by all by 2015, and if development assistance is made available. A few countries noted that, while the priority areas and goals covered by the sustainable development goals should be universal and global in nature, universal objectives and targets applicable to all countries would not be possible to agree upon.

40. One suggested that targets or indicators relating to economic and environmental dimensions should be differentiated, with developed countries assuming the larger responsibility of meeting them, while developing countries might assume a larger responsibility of meeting social targets such as poverty eradication and food security. It was also argued that the policies and targets for natural resource management in less developed countries should not include parameters and indicators dictated by developed countries but rather be locally derived.

41. Several responses stressed the responsibility of developed countries to implement their commitments, noting that countries having achieved the sustainable development goals could assist others to meet the goals, and highlighting the need for additional, predictable and appropriate funding; technology transfer and

capacity-building; and multilateral partnerships. One country observed that, while the bulk of financing must come from the countries in which sustainable development policies are implemented, the experience of the Millennium Development Goals points to a global expense for which current official development assistance (ODA) is not sufficient. Another country suggested that minimizing bureaucracy and streamlining processes for greater access to finance, technology and knowledge to assist least developed and developing countries would help them to achieve their respective goals and targets.

42. Several responses proposed that the sustainable development goals should be guided by the principles of mutual accountability, respect for national ownership and shared responsibilities. One country observed that all countries could benefit from engaging multilaterally and sharing information to facilitate better understanding of national circumstances and priorities, and in turn helping to identify financial, technical and capacity-building support needs and opportunities for collaboration. Establishing a multilateral partnership around each sustainable development goal for voluntary collaboration and information sharing may be helpful in this regard.

43. Several respondents advocated redefining categories of development levels within the United Nations system and revisiting criteria on how countries are assigned to categories, suggesting a new system that measures more than GDP as discussed at the Conference in Rio de Janeiro. One noted that timelines could be flexible. Another noted that World Bank statistics and the United Nations Development Programme (UNDP) Human Development Index would be useful for measuring progress.

E. Incorporating existing goals and targets

44. The outcome document of the United Nations Conference on Sustainable Development states that the sustainable development goals should build upon and be guided by Agenda 21, the Rio Principles, and the Plan of Implementation of the World Summit on Sustainable Development ("Johannesburg Plan of Implementation"). Many responses supported the incorporation of all existing commitments from these agreements as well as the Millennium Development Goals, updating as necessary to reflect progress made. Several countries noted that the sustainable development goals should be consistent with other internationally agreed goals and targets, but the process should not be used to renegotiate agreed goals and targets. A few countries mentioned that reference points could be taken from Agenda 21 and the Johannesburg Plan of Implementation, especially with regard to sustainable consumption and production, waste management and the management of natural resources, and from the Programme of Action for the Sustainable Development of Small Island Developing States, the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States.

45. One country argued that the sustainable development goals should address the gaps in existing goals and targets that have hindered the implementation of sustainable development and the integration of its principles to date, and in this regard, compilations of internationally agreed goals and their progress were referenced as useful tools (for example, GEO-5). One country said that the question

of incorporating existing goals into the sustainable development goals pre-judges discussions within the Open Working Group and the High-level Panel.

46. Several countries stated that the ongoing pursuit of the existing unmet Millennium Development Goals should continue to be addressed, and it may be useful to consider reframing goals that have gone unrealized. One respondent emphasized that sustainable development goals are not new versions of Millennium Development Goals, others indicated that Millennium Development Goals should be carried over to the sustainable development goals, and another highlighted the special event on the review of the Millennium Development Goals to be held during the sixty-eighth session of the General Assembly, noting the opportunity for reflection on the role of Millennium Development Goals in the sustainable development goals. A few countries indicated that the sustainable development goals should be more comprehensive, encompassing aspects of sustainable development not covered by existing goals, although one cautioned that politically sensitive issues subject to ongoing discussion should not be incorporated.

47. One country observed that much has changed over the past 15 years. An array of crises, from finance to the increase in natural disasters, as well as opportunities stemming from increased access to technology and information, signal the need to formulate a new suite of goals and targets that build upon past efforts but are relevant to the world today. Expert guidance from agencies, universities, think tanks and other entities that are familiar with this work should inform the formulation of the new development agenda.

48. In identifying existing goals and targets, many responses reiterated the priority areas they had identified in response to question one, including those on eradicating extreme poverty and hunger, ensuring environmental sustainability, living in harmony with nature, developing a global partnership for development, social equity, good governance, water, energy, sanitation, sustainable use of oceans and seas, mountains, forests, drylands, chemicals, climate change, sustainable cities, transportation, tourism, waste, industry, health and education.

49. Some countries highlighted other initiatives or agreements to consider, including:

(a) Five Rome Principles for Sustainable Global Food Security;

(b) Zero Hunger Challenge;

(c) Convention on the Elimination of All Forms of Discrimination against Women;

(d) Beijing Declaration and Platform for Action;

(e) New Deal for Engagement in Fragile States of the Busan Declaration;

(f) Education for All Initiative;

(g) Millennium Declaration;

(h) Istanbul Programme of Action for Least Developed Countries;

(i) Almaty Programme of Action for Landlocked Developing Countries;

(j) Mauritius Strategy;

(k) Sustainable Energy for All Initiative;

(l) Monterrey Consensus of the International Conference on Financing for Development;

(m) Doha Development Round of trade negotiations.

F. Ensuring coherence with the post-2015 development agenda

50. Several countries stated that the development of sustainable development goals should be linked with the evolution of the post-2015 development agenda, to ensure that the two processes inform each other. Regular and timely feedback between sustainable development goals and the post-2015 process are required as both processes evolve. Many countries agreed that the High-level Panel of the Secretary-General, the Millennium Development Goals review, and the Open Working Group on Sustainable Development Goals must coordinate their efforts. Some countries suggested that progress on the development of the sustainable development goals should be presented and discussed at the special event on the review of the Millennium Development Goals during the sixty-eighth session of the General Assembly and the first session of the high-level political forum. One country emphasized that the sustainable development goals should be defined, validated and adopted in a participative manner by all countries before 2015. Another noted that steps to ensure coherence and integration are already under way, as demonstrated by the work of the United Nations Task Team to provide the support requested in the outcome document of the Conference.

51. Several countries emphasized the importance of reaching a consensus that there will be a single development agenda with a single set of goals; this can be achieved only if the post-2015 process is structured accordingly and fully incorporates sustainable development principles. One country noted that the Millennium Development Goals review needs to inform the sustainable development goal process and integration of the two processes should be achieved. Another country observed that the leadership of the Secretary-General and the role of the Secretariat are critical in this regard.

52. Some countries noted that regional bodies, such as the regional economic commissions, should play a leading role in ensuring that outputs from the regional level are uploaded into global processes and vice versa. Regional processes and discussions are highly important, given that this level is closer to the specificities of countries or groups of countries than global discussions.

53. Consultative processes should be undertaken at local, national, subregional, and regional levels that are wide ranging and inclusive of all stakeholders to ensure ownership and effective and timely implementation of eventual goals. The Sustainable Development Solutions Network also has a role to play in ensuring integration and coherence of the processes.

54. Other responses highlighted specific steps, including:

(a) Ensure that capitals are appropriately and actively represented in international discussions;

(b) Ensure coordination, coherence and synergy among United Nations system institutions;

(c) Reform the international framework for sustainable development, in particular the United Nations bodies dealing with sustainable development issues, as well as relevant implementation bodies such as UNDP and the United Nations Environment Programme (UNEP), and update United Nations development agenda priorities in line with the sustainable development goals;

(d) Create an institutional structure for the implementation and monitoring of the goals that would be integrated into the overall sustainable development institutional framework of the United Nations system, rather than creating a parallel structure;

(e) Set midterm targets for each of the United Nations system entities, including the Bretton Woods institutions and international financial institutions, and develop an effective monitoring process to ensure that targets are being met.

G. Assessing progress

55. A couple of countries suggested that global level assessments should allow for aggregate measures of progress, as well as more detailed assessments by regions, country groups and others. This will influence the way in which data is collected and analysed, while enriching the picture that the assessments provide. Others stressed that assessments at the country level should address challenges in national sustainable development strategy planning, utilize existing indicators and develop specific timetables. Several suggested that a system for monitoring and accountability and a well-functioning set of indicators would need to be created, without imposing an undue reporting burden, and preferably begun during the sustainable development goal development process.

56. Other suggestions from different respondents include:

- The process must be both bottom-up and top-down
- Different baselines and timelines, rather than absolute numbers, should be taken into account
- Disaggregated data will be needed to capture inequalities in progress across different groups and/or regions. This will require building up statistical capacities in countries to enable them to generate such data.

57. A couple of countries observed that the actual assessment will depend on how the sustainable development goals are ultimately structured, and how "differentiation" will be translated into practice. It was noted by others that targets and indicators have to be established while taking into account the different characteristics, resources availability and development level of each country. One country suggested that the sustainable development goals could include indicators that are based on a conceptual indicator framework, drawing on experiences in monitoring sustainable development including the work done by the Joint UNECE/Eurostat/OECD Task Force on Measuring Sustainable Development.

58. One country proposed that overall assessment of progress might be undertaken by drawing upon and synthesizing elements from a variety of reports and data sets, from both national sources and international institutions. Another country proposed the creation of an online system to which countries would upload data from the

national level, and which could transform data into easily understandable development trends that could become the basis for annual reports.

59. One country stressed that the mandate to follow up and review progress in the implementation of sustainable development commitments was given to the high-level political forum at the United Nations Conference on Sustainable Development, and that the Forum should be mandated to ensure that progress in sustainable development goals is monitored and assessed at regular frequencies. Suggestions from other countries included regular and periodical progress reports at the national, regional and global levels to be submitted to the Forum; that a report of the Secretary-General assessing progress towards sustainable development goal achievement be produced annually for the General Assembly; and that publication of a report on global sustainability development, as mandated by the Conference outcome document, be carried out at least every three years. One country stated that independent assessments should be made based on countries' periodic progress reports as a tool for verification and sharing good practices. Another stressed that existing methods such as submission of national reports and assessments at the regional and subregional levels should be considered by both the General Assembly and the Forum.

60. One respondent suggested that regional meetings of national representatives in charge of monitoring the implementation of sustainable development goals should be organized as part of the process of preparing global reports; another proposed the establishment of an independent United Nations body or commission to monitor and evaluate global progress. One country also stated that the monitoring of progress should allow interaction and dialogue among countries, possibly through the high-level political forum, the Economic and Social Council or high-level events and dialogues, attracting visibility to the scope of the sustainable development goals.

61. One respondent proposed that countries should establish or assign institutional bodies that will be responsible for monitoring and reporting. In this regard, several countries noted the importance of capacity-building for countries to measure progress, and a number said that synergies with other programmes or initiatives, like Beyond GDP, should be explored.

62. One country stated that participatory, multi-stakeholder, public-private partnership building and networking will be the key to design, implement, monitor and assess the progress on sustainable development goals, stressing that each country should develop the involvement of and ownership by all relevant stakeholders. Others emphasized that civil society organizations at all levels should be engaged to monitor and report on these goals, as they can provide the oversight for full accountability and transparency.

H. Engaging all stakeholders

63. The outcome document of the United Nations Conference on Sustainable Development, in paragraph 248, outlines an inclusive and participatory process for elaborating the sustainable development goals through the Open Working Group that is open to all stakeholders. There is strong agreement among the respondents that civil society, academia and other relevant stakeholders should be fully engaged in the process of developing the sustainable development goals, and involved at all levels of consultations in national, subregional, regional and international

discussions on sustainable development goals. At the global level, some countries advocated active engagement of Major Groups as defined by Agenda 21 in all steps of the sustainable development goal development process and in the Open Working Group itself, and proposed establishing a forum or mechanism dedicated to Major Groups to share their ideas, collaborate with Member States and ensure accountability. One country proposed that the Major Groups could also participate as observers in the Open Working Group; another stated that the Open Working Group would need to provide Major Groups regular updates on progress. One country stressed that the necessary measures should be taken to secure funds for ensuring participation of representatives from least developed countries.

64. Some encouraged progress on various modalities that the United Nations is already undertaking or planning to undertake that will incorporate the participation of civil society, academia and relevant stakeholders, including the establishment of expert panels mandated by the Conference outcome document that shall include broad participation by national experts, including representatives from all sectors of civil society; and mechanisms for extensive social engagement using modern information technologies. It was stated in this regard that the Open Working Group should be informed by research-based evidence and expert analysis to the maximum extent possible.

65. Several countries advocated consultations with and entertainment of proposals from Member States not represented in the Open Working Group. In elaborating its sustainable development goal proposal, one country said the Open Working Group should discuss inputs prepared by a competent Secretariat with support from the United Nations system for greatest efficiency, and referenced the structure developed for the reformed Committee on World Food Security as a useful model to emulate.

66. Civil society should also be invited to indicate ways it could contribute to the implementation of the sustainable development goals. One country stated that the capacity of civil society to participate in public policy shaping should be strengthened by providing an enabling environment at the country level, including interrelated legal, fiscal, institutional, informational, political and cultural conditions.

67. A number of countries indicated that regional and national-level consultation processes should be characterized by transparency, broad coverage and equity, so that recommendations of all actors are reflected and transmitted from the bottom up. Specialized workshops, meetings and briefings at the local, regional, national and global levels dedicated to gathering views from specific sectors should be organized. Some stated that Member States should engage civil society and other stakeholders at the national level with the support of national focal points for sustainable development to ensure a broad-based consultative process for national proposals and the formulation of national sustainable development strategies.

68. The participation of the private sector — a complex and diverse sector — will require dedication and focus; its engagement is critical, but the avenues for participation are not yet clear. In this regard, engaging the United Nations Global Compact was suggested. It was also noted that corporate sustainability is one of the most important ways that business can make a contribution. Women should continue to be empowered to take greater part in the development agenda and the process of developing the sustainable development goals. The potential role of the media in

building public perception on the sustainable development goals was also highlighted, as was the need for regular public information activities.

I. Sustainable development goal principles

69. Most respondents supported the principles recommended by the United Nations Task Team in its report to underpin the development of the sustainable development goals. The Rio Principles were cited as the most relevant guiding principles, particularly the principle of common but differentiated responsibilities, and the principles contained in the Millennium Declaration, Agenda 21 and the Johannesburg Plan of Implementation were also mentioned. Principles of universality, transparency, comprehensiveness and inclusiveness, as mandated by the Conference outcome document, were recalled, as was the right to development. One country stressed that the principles and characteristics agreed on in the outcome document should be the basis for the work, which could be complemented with the principles recommended by the Task Team in its report, if they gain wide support.

70. Some responses elaborated on the principles recommended by the report of the Task Team, as follows:

(a) Specific goals or objectives mentioned under the principle of ensuring sustainability included: efficient and sustainable use of natural resources, calculating the economic value of natural resources and ecosystems, promoting the green economy, reassessing the understanding of "prosperity", increasing resilience, stimulating knowledge-based growth and development, promoting sustainable use of energy, promoting development of new and environmentally friendly technology, reducing the burden of adaptation to climate change, environmental protection, preserving and enhancing forests;

(b) Specific goals or objectives mentioned under the principle of reducing inequalities included: poverty alleviation, ethical and equitable growth and development, promoting equity between and among countries, social cohesion and solidarity, human security, reducing unemployment, empowering disadvantaged groups, protecting vulnerable social groups, developing human capital, promoting gender equality, building more inclusive societies, fostering opportunities of trade and not aid, addressing volatility in commodity prices and markets, preventing external debt crises and ensuring fairness;

(c) Specific goals or objectives mentioned under the principle of promoting human rights included: inclusive and people-centred growth, protecting human life, peace and security, protecting dignity, respecting cultural diversity, good governance, rule of law, transparency, democracy, promotion of fundamental liberties, freedom, social justice, empowerment of women and youth, gender equality, the right to development and the right to food.

J. New Global Partnership for Development

71. In responding to how a new Global Partnership for Development should be constructed within or around the sustainable development goals, one country stated that the implementation of the sustainable development goals will be more complex than that for the Millennium Development Goals. The sustainable development goals

will encompass structural and systemic changes, articulate linkages, and involve difficult decisions around trade-offs. The sustainable development goals are truly about a global partnership that involves actors that to date have operated largely in isolation within their respective sustainable development dimensions: economic (for example, the World Trade Organization and the World Intellectual Property Organization), social (for example, the International Labour Organization and the World Health Organization), and environmental (for example, UNEP and the Intergovernmental Oceanographic Commission); therefore, this new partnership will also need to be closely aligned with efforts to achieve greater global coherence. Another country noted that a harmonized institutional framework, including transparent communication and synergy of actions between different United Nations institutions and agencies, is crucial in this regard.

72. Some countries observed that the new cooperation framework, or Global Partnership for Development, should be effectively linked with the evolving institutional arrangements and outcomes of processes agreed at the United Nations Conference on Sustainable Development, including the new financing strategy for sustainable development, a strengthened UNEP, and review and monitoring by the high-level forum on sustainable development. A few noted that the Global Partnership for Development could build on existing resources and arrangements, such as the Sustainable Development Solutions Network and the Compendium of Commitments of the Conference. A few also stressed that it should also be based on the Busan Principles for Effective Development Cooperation, including the New Deal for Engagement in Fragile States. One country suggested that the new Global Partnership for Development should be built on the basis of national sustainable development strategies through the creation of a national sustainable development strategy network. Another stressed the need for the promotion of public-private partnerships and the introduction of innovative economic instruments in favour of the green economy. The Global Compact with its 10 principles could be used as a model for partnerships that could be created for the implementation of sustainable development goals.

73. One country suggested that the new Global Partnership for Development should assume the responsibility for guiding and supporting the implementation of the sustainable development goals, as well as putting in place mechanisms for accountability and transparency at global and national levels. A new Partnership would need to put in place mechanisms, such as financing mechanisms and the channelling of development finance, that deliver on sustainable development goals at multiple levels. This would involve working alongside or supporting development models and approaches being used by specific countries. The contours of sustainable development goal development and implementation should not follow a "one-size-fits-all" approach. Many countries stated that the establishment of groupings with common characteristics and vulnerabilities could be considered, such as least developed countries, middle income countries, small island developing States and countries emerging from conflict.

74. Several countries argued that the new Global Partnership for Development should be constructed around previous commitments made under various international conventions, summits and conferences, and contribute to the strengthening of sustainable development. It was suggested by different countries that the Partnership should serve to facilitate mobilization of resources; mobilize partnerships at different levels; ensure information and experience sharing; and

clearly define responsibilities and roles of different actors. One country suggested that the new Partnership should be built around a unified financial mechanism. A couple of respondents stated that it should also go beyond ODA and focus on developing mechanisms to enable easier, more accessible and more efficient and effective transfer of knowledge, skills and technologies needed for sustainable development. Some countries stressed the involvement of the private sector and civil society, while one respondent stressed that new forms of cooperation and mobilization of new partners (for example, emerging economies, private sector, donor countries, private donors and NGOs) are necessary in order to move beyond the traditional donor-recipient model.

75. Finally, one country asserted that the Global Partnership for Development must address key areas for global collective action, including management of migration, global health and global environmental challenges, access to knowledge, development and transfer of technologies, and easing of trade barriers. Another emphasized the importance of creating an enabling environment and achieving policy coherence for sustainable development.

III. Conclusions

76. This section highlights a few of the more important messages that emerged from the responses of Member States to the questionnaire.

A. Developing a shared vision for the sustainable development goals

77. Member States generally agreed that poverty eradication must remain the highest priority, completing the unfinished business of Goal 1, and that to realize this goal sustained, inclusive and equitable economic growth in developing countries is a necessary requirement.

78. Beyond this, there was broad recognition of the need to ensure that all humanity has access to basic goods and services for a decent life, productive employment, health and education. Many stressed the need to address inequalities of different kinds in the post-2015 development agenda.

79. There was broad recognition of severe environmental stresses and their negative repercussions for human well-being, especially that of the poor and vulnerable. Many emphasized the need to promote sustainable management of the resource base and sustainable consumption and production.

80. In short, a shared vision emerges of achieving universal and equitable human development while respecting the Earth's ecological limits.

B. Priority areas

81. Most respondent countries enumerated their initial thinking on priority themes for sustainable development goals, as summarized in the figure in paragraph 16 of the present report.

82. The social development agenda of the Millennium Development Goals carries over strongly, while the protection of the natural resource base and economic

concerns feature much more prominently than in the Millennium Development Goals.

83. Some countries suggested clustering of related themes, which has a potential bearing on the formulation of goals. A number stressed the importance of addressing cross-cutting, or horizontal, issues like gender equality and equity in the formulation of all sustainable development goals.

C. Balancing the economic, the social and the environmental dimensions of sustainable development

84. Most countries indicated a preference, wherever feasible, for balancing the three dimensions of sustainable development within each goal, possibly through the selection of targets and indicators.

85. At the same time, it was appreciated that balancing the three dimensions will be a complex endeavour. While some called for building on Goal 7 ("environmental sustainability"), an opposing view was that expanding Goal 7 would not be sufficient to ensure that a future set of SDGs balances the three dimensions of sustainable development.

D. Key use of sustainable development goals at the country level

86. Many countries agreed that, given strong global commitment to the sustainable development goals, they would contribute to defining national policies and several said they could also influence national budget allocations. There was also broad support for the use of sustainable development goals as a tool for integrating the three dimensions of sustainable development.

87. A number of countries, both developed and developing, see the sustainable development goals as guiding international development cooperation. A comparable number see sustainable development goals as useful tools for measuring progress towards sustainable development.

E. Defining national targets for global, universally applicable goals

88. Most respondents agreed that the international community needed shared principles, and many supported common global goals.

89. Most also agreed that the targets associated with the sustainable development goals should be common but differentiated or flexible to allow them to be tailored to national characteristics, priorities and level of development.

F. Incorporating existing goals and targets

90. It was stated that the sustainable development goals should build upon and be guided by the Millennium Declaration, Agenda 21, the Rio Principles and the Johannesburg Plan of Implementation. They should be consistent with other internationally agreed goals and targets, but the process of formulation of the

sustainable development goals should not be an occasion to renegotiate existing goals and targets.

91. At the same time, the sustainable development goals need to be more comprehensive, encompassing key aspects of sustainable development inadequately covered by existing goals.

G. Ensuring coherence with the post-2015 development agenda

92. Many countries highlighted the need to achieve a consensus that there will be a single development agenda with a single set of goals.

93. Many countries called for greater coordination between the different processes relating to the post-2015 development agenda and, in this regard, stressed the value of having the Open Working Group report prior to the special event in 2013.

94. There were mixed views on how and when to integrate the unfinished business of the Millennium Development Goals into the discussion on sustainable development goals, given that the 2013 special event is meant to take stock of progress on the Millennium Development Goals and identify remaining gaps.

H. Assessing progress

95. While there is a need for aggregate measures of progress towards sustainable development, the sustainable development goals should permit more detailed assessment of progress that captures inequalities at different levels and among different groups.

96. Capacities to collect and analyse such disaggregated data vary greatly and in many developing countries they will need to be strengthened.

97. Realistic measures of progress should take into account different starting points and baselines across countries.

98. As with the Millennium Development Goals, a framework for reporting and assessing progress, including for identifying gaps, will be important and, in this regard, some countries pointed to a role for the high-level political forum on sustainable development.

I. Engaging stakeholders

99. There is strong support for involving civil society, academia and other relevant stakeholders in the process of developing the sustainable development goals. At the global level, some countries suggested establishing a forum or mechanism for Major Groups to share ideas, collaborate with Member States and assure accountability.

100. They should also be consulted, making use of social media and latest information technologies. National and regional consultation processes need to be transparent and inclusive, reaching out to all actors including the poor and vulnerable groups.

101. The engagement of the private sector was underlined as critical, but the avenues for their engagement were not mapped out.

J. New global partnership for development

102. Several stressed the importance of considering means of implementation of the sustainable development goals.

103. Some Member States highlighted that achieving the sustainable development goals will be more complex than the Millennium Development Goals, involving partnership beyond development cooperation. Multiple actors that have heretofore operated in relative isolation will need to come together. One suggestion was for establishing multilateral partnerships around each sustainable development goal for voluntary collaboration and information sharing as one approach to advancing implementation.